

# City of Upland

## Annual Budget

### 2015 - 2016





## Acknowledgement

A special thank you to Jacob Bubenheim, an alumni of both Upland High School and San Diego State University, for his efforts in photographing and designing the FY 2015-16 Budget Cover.

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**CITY MANAGER'S OFFICE**  
**Telephone (909) 931-4106**  
**Facsimile (909) 931-4107**

## **City Manager's Budget Message**

July 27, 2015

**Honorable Mayor, Council Members and Citizens of Upland:**

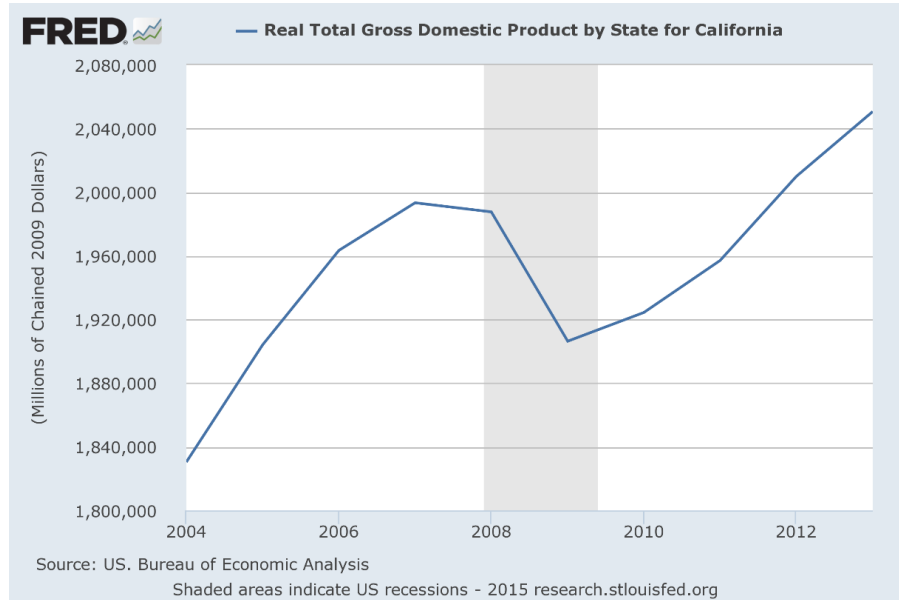
It is my honor to present the Fiscal Year (FY) 2015-16 budget document for your review and consideration. The proposed budget is the City's comprehensive financial plan that serves to fund all City programs and services. This year's budget reports a balanced operating budget in the General Fund. In light of our ongoing fiscal constraints we asked departments to prepare conservative budgets to start with our true costs. Budget staff then met with each department to review their budget requests, enhancements and possible reductions. Despite efforts made by staff to budget conservatively, additional budget reductions were asked of most City departments. The Departments showed a high degree of understanding and cooperation concerning the process and requested reductions.

As we prepare each year's budget we carefully consider the overall economic outlook of our Inland Empire region as well as the state and national economies. The following section highlights how those big picture economic trends will impact Upland's fiscal realities during the upcoming fiscal year and beyond.

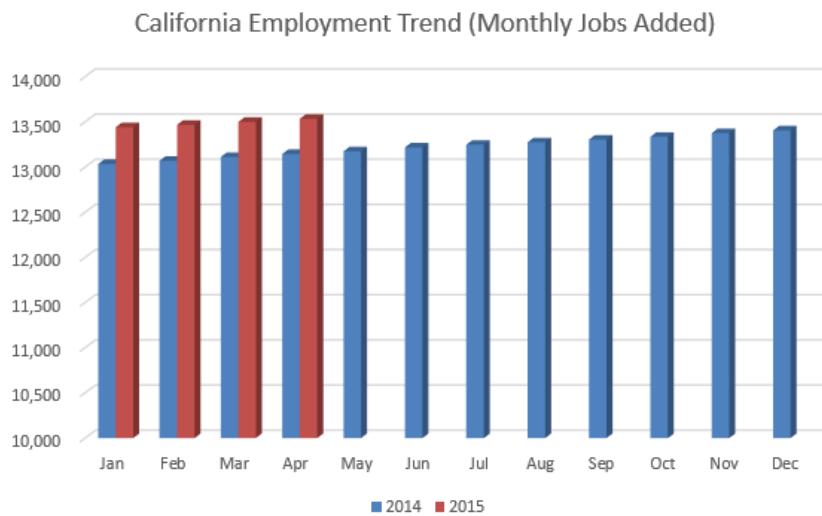
### **ECONOMIC OUTLOOK**

At the national level, the economy is continuing to grow at a modest but steady pace. Home sales followed a slowing trend, falling short of 2013, yet prices continue to rise year over year. Total non-performing loans are at pre-2008 levels, and the national housing supply is just over five months. In the southern California region, this trend outpaced much of the market where housing supply has dipped below four months. Low interest rates and other factors are driving price appreciation that is expected to continue at a reduced pace through 2015. On the whole, California house prices are at the highest levels since 2008.

California's economy has continued to move forward with an improved employment market and an increased statewide GDP since the trough of the recession:



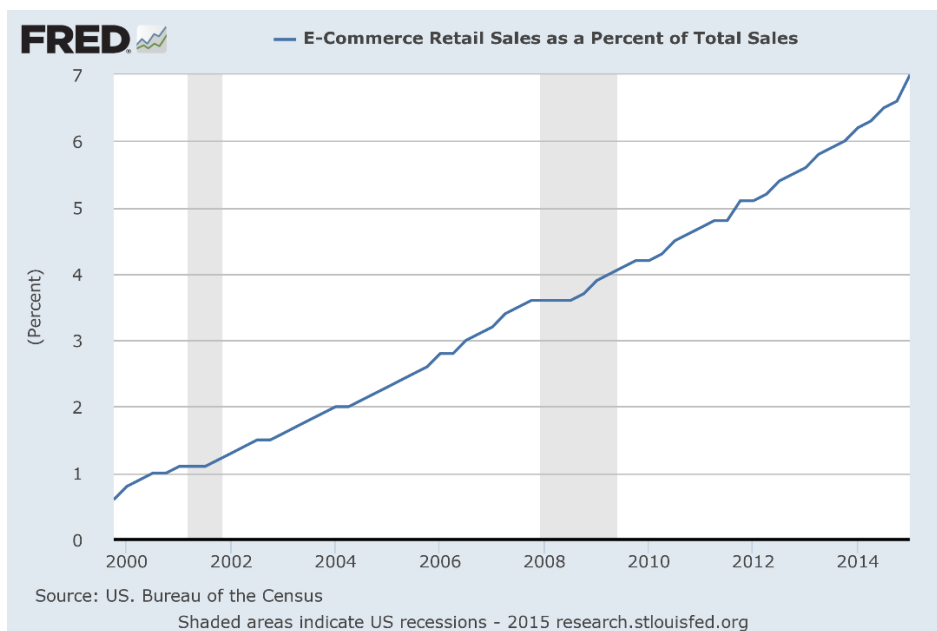
Although the state still has a level of unemployment that ranks it within the top ten in the nation, this number has been reduced by nearly half, when it peaked at more than 12%. The current trend of jobs added in the state shows a slow, but forward movement:



The Department of Finance forecasts the current level of unemployment (6.6%) to flatten and remain close to this level for the next few years. Other challenges the California economy faces are significant, but may be difficult to estimate. Labor disputes at the ports causing work stoppage may cause businesses to look elsewhere for suppliers. The drought poses long-term risks to the local economy as well as upward pressure on consumer prices for crop related products and water utility prices.



While sales tax revenues have continued to improve, the growing trend away from shopping at brick and mortar establishments to online purchases proves challenging for local economies across the state. This trend has continued to escalate since the beginning of its measurement in 1999:

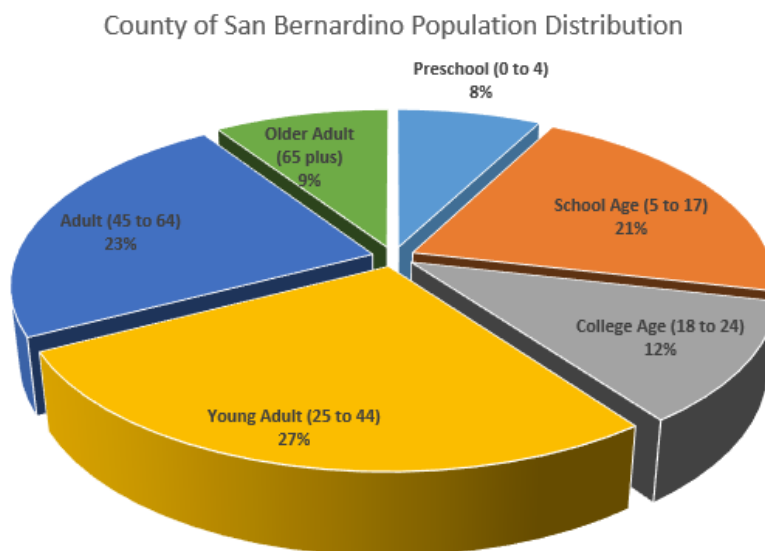


According to Hinderliter, de Llamas & Associates:

After adjusting for inflation, per capita taxable sales in California have dropped by over 15% in the last ten years...consolidation into fewer and larger “points of sale” is a trend that began 20 years ago with technology allowing purchasing agents for large businesses, industries and institutions to do much of their procurement activities online. Sellers of business and industrial equipment, materials and supplies began taking advantage of the trend by consolidating sales offices and inventories into just a few locations thereby reducing costs of rents, personnel and overhead. The result has been the consolidation of dozens of sales offices around the state into just one or two order desks generating huge amounts of local sales tax revenues for the host cities.

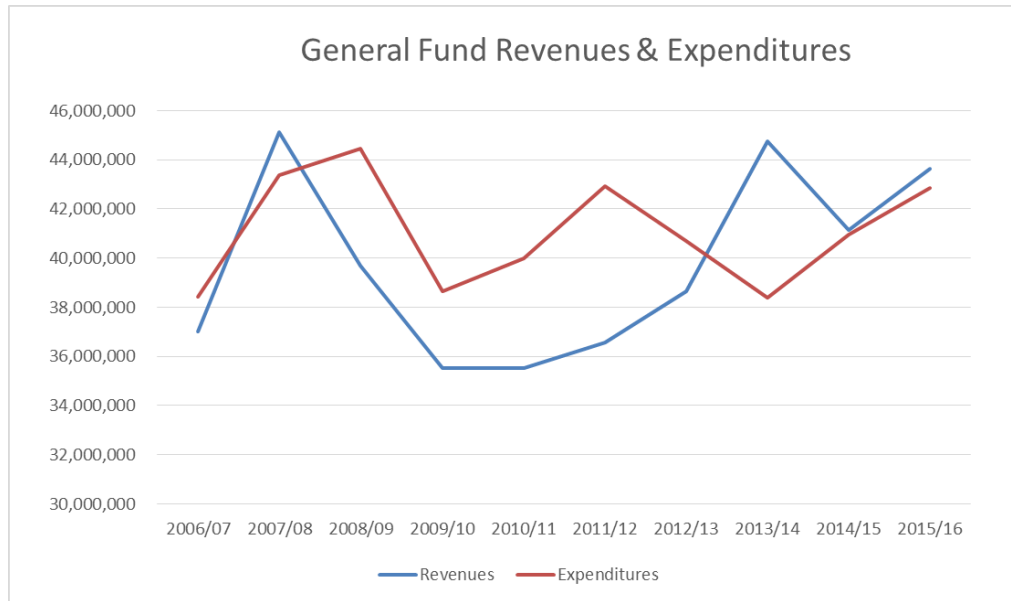
This trend (among others) illustrates the challenge for the City of Upland in respect to sustainable revenues. Although there has been an increase to overall revenue due to additional businesses and an overall improvement in the economy, the trend away from sales tax revenue per capita creates a disproportionate loss of resources to the City, inverse to population growth.

Looking forward, the Inland Empire has many promising characteristics that create a context that could continue to fuel economic expansion. Metrics from the U.S. Census show the County to be young in its population, with a distribution of age groups as follows:



These age distributions create a context of a future oriented economy, where local communities have an opportunity to engage with a very large cohort that has an optimistic, non-traditional view of entrepreneurialism and small business. According to the San Bernardino Community Foundation, “the county’s diverse geography and extensive natural resources, as well as its proximity to major economic and population centers, provide unique opportunities for varied industry sectors to thrive, including commerce, education, tourism and recreation.”

This trend is consistent with what the City of Upland has experienced as a local economy in the last couple of years. Development activity has helped the City with a number of projects that have resulted in a slight increase in permit revenues. Property taxes have improved and are expected to remain stable, while sales tax revenue has grown steadily and is expected to continue this trend of improvement before leveling off in 2016.

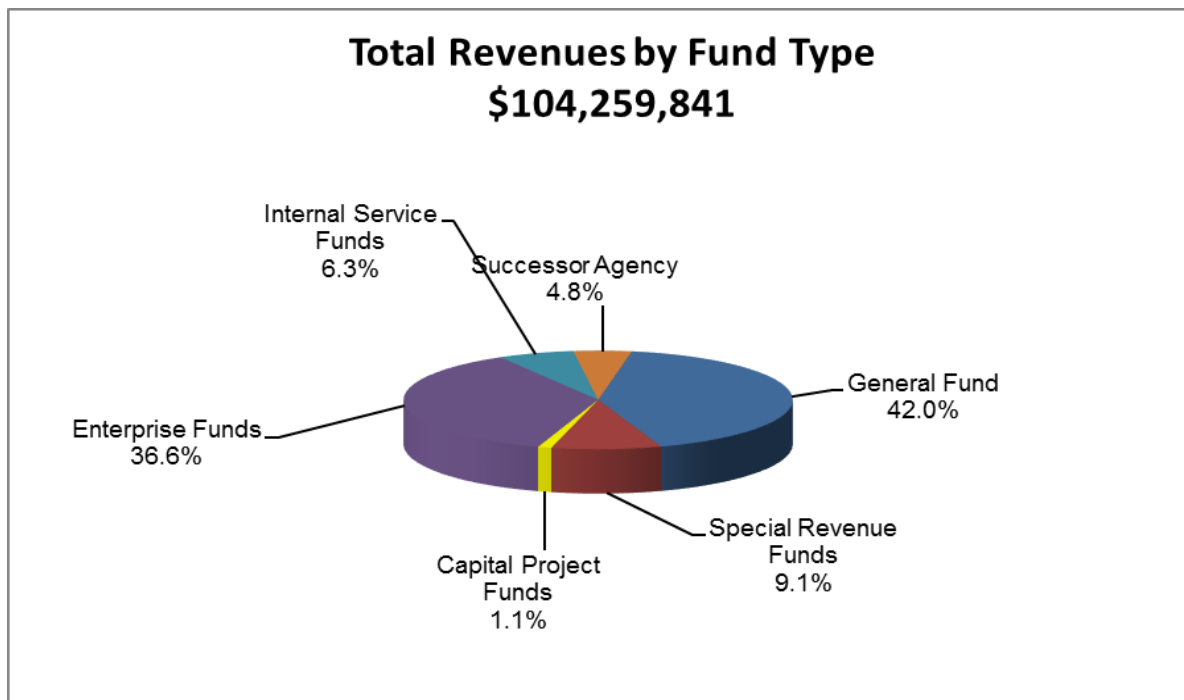


It is very important to note that while revenues have improved, the City's balanced budget has only come as a result of *both* increased revenues *and* cost reductions in the form of deferred maintenance, reduction in workforce, utilization of contract services, and insufficient reserve levels. It is highly unlikely, if not impossible that growth within the current revenue structure will be sufficient to meet ongoing and increasing costs in future years. City staff has exercised discipline adhering to the current financial plan and will continue to do so. But fiscal prudence requires a re-thinking of the overall fiscal model of the City. The current model is built on systems of revenues and growth patterns from an era that no longer exists. Future solvency, levels of reserves and quality of life for the community require a new paradigm and an organization that is both lean, responsive and able to adjust to a changing market where demands are higher and resources are constrained. If the need for both financial and organizational reformation in the face of changing economic realities is embraced and a citywide effort is made toward this end, we have every confidence of success.

## BUDGET OVERVIEW

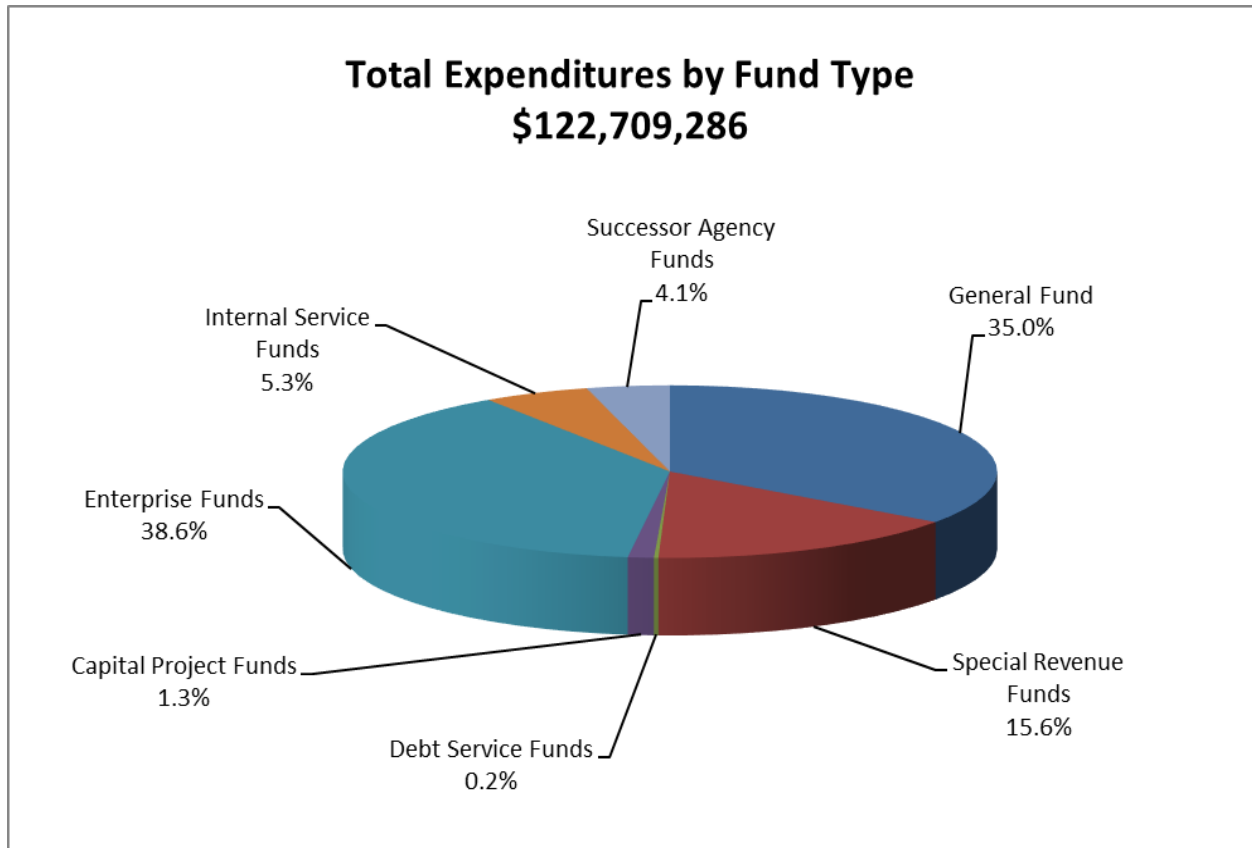
This budget is based upon the following premises:

- City expenditures have been evaluated on their own merits, based on sound, functional decisions related to the staffing and programming needs of Upland;
- A slow recovery of the economy is expected, so conservative growth is projected for revenues.



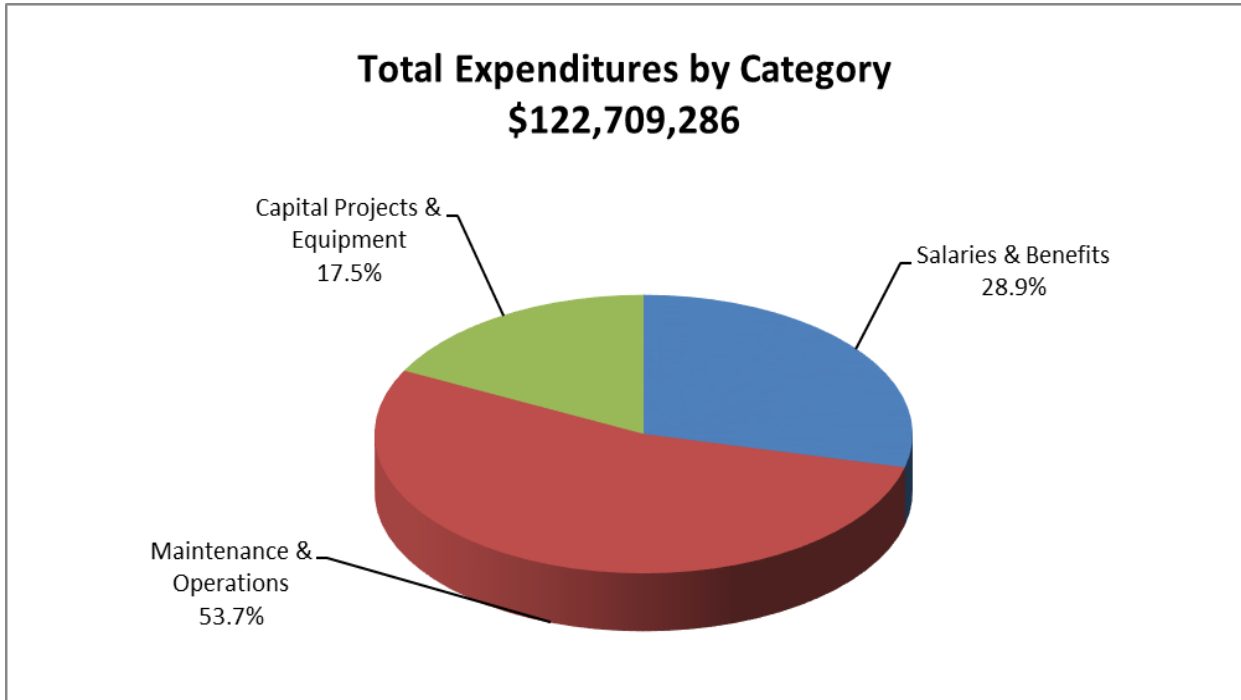
Total City operating revenues are projected to be \$104,259,841, an increase of \$4.2 million compared to the prior year. The funds with the highest revenues are as follows: General Fund (\$43,746,692), Water Utility Fund (\$19,669,623), Solid Waste Utility (\$10,353,000), and Sewer Utility Fund (\$8,152,651). The net increase of \$4.2 million is a result of increased revenues in a variety of areas: General Fund \$2.6 million, Special Revenue Funds \$0.2 million, Enterprise Funds \$1.0 million, Internal Service Funds \$0.1 million and Successor Agency \$1.9 million, which is offset somewhat by a \$1.6 million decrease in Capital Project Fund revenues.





The FY 2015-16 operating expenditure budget totals \$122,709,286, including Capital Improvement Project (CIP) requests. Many funds make up the total budget amount, with one of the largest being the General Fund in the amount of \$42,891,550, or 35.0% of the organization's total. Other major fund expenditures include the Water Utility Fund (\$27,544,948), Solid Waste Utility (\$9,962,339), Sewer Utility Fund (\$9,815,076), Gas Tax Fund (\$6,827,212) and Successor Agency (\$5,046,426). For FY 2015-16, Animal Services was determined not to be an Enterprise Fund and was therefore combined with the General Fund. In sum, appropriations reflect a total increase of approximately \$8.3 million or 7.2% from the prior year.

Current year operating expenditures exceed current year operating revenues by \$18.4 million due to the use of reserves. These reserves are often accumulated for specific purposes and spent when needed. The use of reserves come from the following funds: Housing (\$1.9 million), Gas Tax (\$4.8 million), Measure I (\$1.8 million), Water Utility (\$7.9 million), and the Sewer Utility (\$1.4 million).



Personnel costs inclusive of all City funds are increasing by \$314,633 from \$35.1 million to \$35.4 million. The increase is the net result of contracting out the Library, effectively reducing the number of personnel by 11.75 full time equivalents (FTEs), PERS rate increases and the addition of an Administrative Assistant III. In total, the number of authorized FTE positions decreased from 280 to 269.5.

Maintenance and operations appropriations are increasing by \$5,674,969 from \$60.2 million to \$65.8 million. The \$2.2 million General Fund portion of the increase is due to a rise in supplies, contract services (namely the roughly \$1.1 million Library Contract with LSSI) and an increase in the percentage of Self-Funded Insurance expenses allocated to the General Fund. Another part of this increase is due to a \$1.2 million rise in Successor Agency operations costs and increased Internal Service Fund operations costs of \$0.6 million. The jump in Internal Service Fund operation expenditures stems from the decision to centralize telephone and copier expenses, coupled with rising upkeep costs associated with aging vehicles and buildings.

Capital Projects & Equipment appropriations are increasing by \$2,298,700 from \$19.2 million to \$21.5 million. This increase is primarily due to changes in the budget for capital projects. Measure I funded projects increased by \$0.6 million and Gas Tax funded projects increased by \$2.7 million due to anticipated funding and projects being carried over from the prior year. The Water Fund projects budget increased by \$0.1 million and the Sewer Fund projects budget decreased by \$0.3 million due to the completion of FY 2014-15 projects and others that are being postponed.

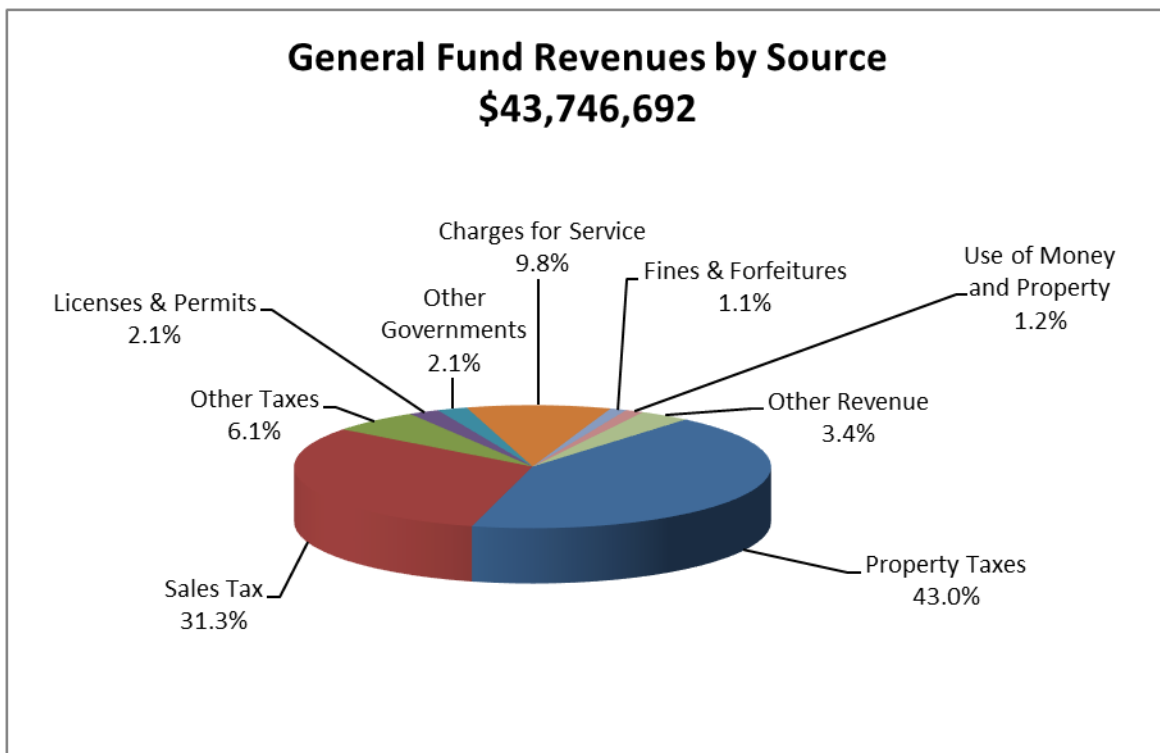
## GENERAL FUND

In summary, the proposed General Fund budget is balanced without the use of one-time revenues or General Fund reserves. The General Fund ending balance is projected to be \$4,656,119, which meets the reserve policy limit of 10% of operating expenditures. A summary of the General Fund balance is illustrated below:

General Fund - Fund Balance		
<b>Beginning Fund Balance</b>		<b>\$4,113,156</b>
Operating:		
Revenues	43,746,692	
Expenditures	(42,891,550)	
Non-Operating:		
Transfers In	-	
Transfers Out	(266,135)	
<b>Net Change</b>		<b>589,007</b>
<b>Ending Fund Balance</b>		<b>\$4,702,163</b>

### General Fund Revenues:

Total General Fund operating revenues are projected to be \$43,746,692, a rise of \$2.6 million or 6.3% from the prior year budget. The increase can be attributed to anticipated growth in property and sales tax revenues.



- Property Taxes

Property tax revenues are projected to be \$18,799,840, which includes property tax in-lieu of VLF. This estimate reflects an overall increase of \$681,270, or 3.8%, over the prior year budget.

- Sales Taxes

Retail sales tax is showing signs of continued growth. Forecasts provided by our sales tax consultant, HdL Companies, estimate that retail sales tax revenues will be \$13,671,000, an increase of \$1,798,520 from the prior year budget.

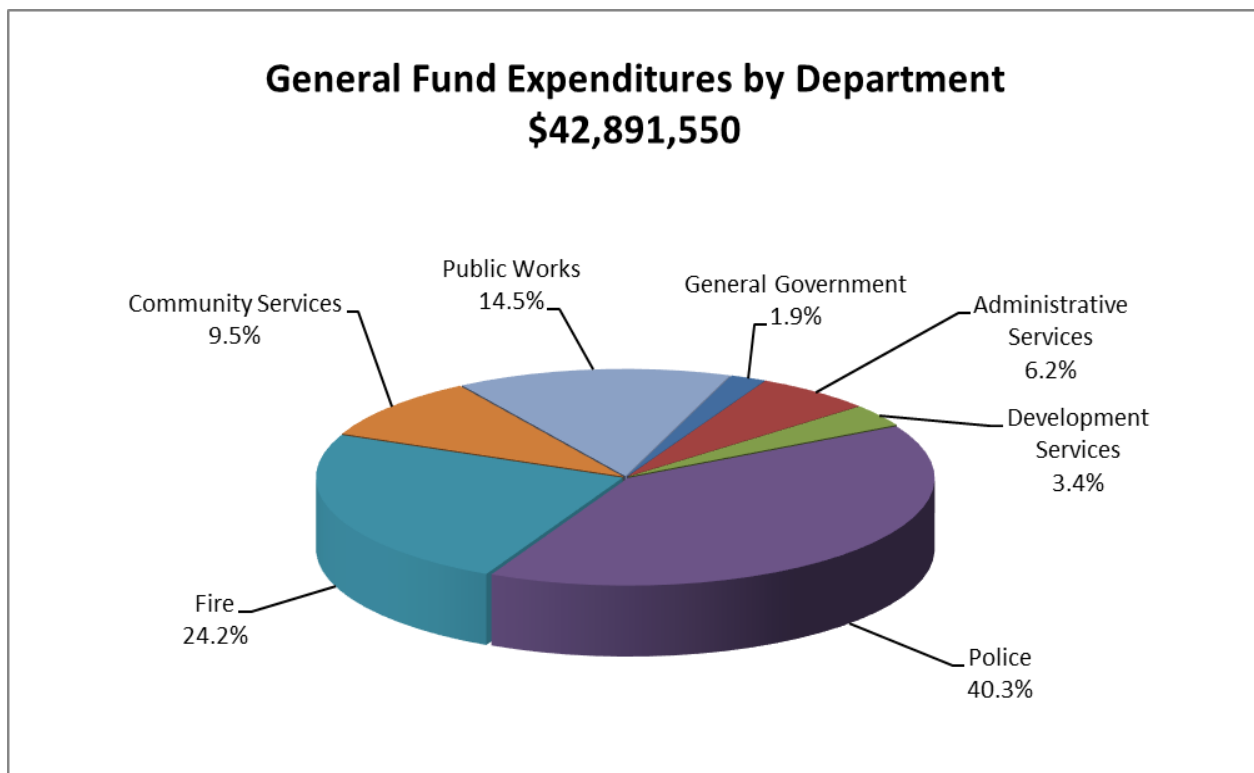
- Investment Earnings

Interest rates have remained low so interest earnings revenue has not been included in the proposed budget.

General Fund Expenditures:

General Fund operating expenditures are projected to be \$42,891,550, which is \$2.0 million more than the prior year budget. The change is due to a higher percentage of Self-Funded Insurance expenditures being allocated to the General Fund, key personnel changes and increased PERS costs.

The majority of General Fund expenditures are appropriated for public safety services (64.5%) followed by public works (14.5%) and community services (9.5%). The chart below illustrates General Fund Expenditures by Department.





- Personnel

General Fund personnel costs are projected to total \$27.8 million, a decrease of \$0.2 million from the prior year budget. The decrease is a result of contracting out the library with LSSI, which is partially offset by increased PERS costs and the addition of five new General Funded positions (1 Admin Assistant III and 4 Police Officers).

- Maintenance and Operations (M&O)

The maintenance and operations budget is \$14,969,368, which is an increase of \$2.2 million from the prior year. This change is due to a higher percentage of Self-Funded Insurance expenses allocated to the General Fund and increased contract services and supplies.

- Capital Outlay

The capital outlay budget is \$80,000, which is a decrease of \$72,181 from the prior year budget. The current year budget includes Cardiac Monitors and VHF Radios for the Fire Department.

- Transfers Out

The General Fund will make transfers out to the Public Financing Authority fund in the amount of \$0.27 million, which will fund bond principal and interest payments.

## **SPECIAL REVENUE FUNDS**

### HOUSING FUND

The Housing Division is responsible for the administration and implementation of the Low- and Moderate-Income (LMI) Housing program. Available resources provide for the development and implementation of housing programs to increase and improve or preserve affordable housing within the City's corporate limits for persons or families of low- to moderate-incomes. The total appropriations for the Housing Fund are \$5,102,267.

### STREET MAINTENANCE AND IMPROVEMENT FUNDS

The City receives two sources of funds for street infrastructure improvements. The Gas Tax Fund accounts for gasoline taxes received from the State of California, and the Measure I Fund accounts for revenue received from the State of California from a special 1/2% sales tax. For FY 2015-16, the total budget for street improvement projects from these sources is \$9.7 million. Projects of interest include: Arrow Highway Rehabilitation (Mountain to San Antonio), Mountain Avenue Overlay (9<sup>th</sup> to Foothill), 9<sup>th</sup> Street Rehab. (3<sup>rd</sup> Ave to Campus), Foothill Boulevard Rehab. (Campus to Grove), 16<sup>th</sup> St. Rehab (San Antonio to Euclid) and 22<sup>nd</sup> Street Reconstruction (Mountain to Euclid).

### HOME/CALHOME INVESTMENT PARTNERSHIP PROGRAM

The Home Investment Partnership Program budget appropriated \$2,208,500. These funds are received from the U.S. Housing and Urban Development Department and are used to assist limited income individuals and families in the purchase of their first home or make needed improvements and repairs.

### COMMUNITY DEVELOPMENT BLOCK GRANT FUNDS (CDBG)

This year's CDBG program allocation totals \$744,382, of which \$197,842 are for carryover Concrete Improvement projects. The recommendations for these funds have been processed and approved by the CDBG Committee, and the City Council has reviewed and supported the recommendation. These funds continue to support many important community needs that may not otherwise be possible. Programs such as Code Enforcement, Graffiti Removal, and Homeless Services are examples of how these funds directly benefit the Upland community.

### AIR QUALITY MANAGEMENT DISTRICT

This fund accounts for the receipt of funds generated by AB2766, which sets forth requirements for the reduction of air pollution from mobile sources as promulgated by the South Coast Air Quality Management District. The total appropriations are \$96,510, and total revenues are \$94,000.

### CITIZEN'S OPTION FOR PUBLIC SAFETY (COPS)

This fund is used to account for the receipt of funds generated by AB3299 and expenditures for front-line police activity. The total appropriations are \$375,025 and total revenues are \$100,000, bringing the projected year-end fund balance to zero.

## **DEBT SERVICE FUNDS**

### PUBLIC FINANCING AUTHORITY

This fund is used to accumulate resources necessary to make payments on the police building lease revenue bonds. The appropriation of \$266,135 is for annual principal and interest due on the bonds. Revenues and transfers in are projected at \$266,135.

## **CAPITAL PROJECT FUNDS**

Capital Project Funds include: General Capital Improvements, Park Acquisition and Development, Storm Drain Development, Street & Traffic Facility Development, and Street & Alley Repairs. The total budget is \$1,567,491; this includes \$1,027,640 in FY 2014-15 carry-over projects. Projects of interest are as follows: Fire Station #3 Roof Repair, Sports Park, Storm Drain Improvements, Street and Alley Repairs, and Traffic Signal Upgrades. The revenues for these funds are derived from development impact fees and are projected to be \$1,165,790.

## **ENTERPRISE FUNDS**

### WATER UTILITY FUND

The Water Utility Fund budget includes the cost of delivering water and service to City customers and maintaining the system. Total Water Utility appropriations are \$27,544,948, an increase of \$0.7 million. Proposed capital improvement projects of interest for FY 2015-16 include: Mountain Ave. Water Main Replacement (9<sup>th</sup> St to Foothill) and (16<sup>th</sup> to 19<sup>th</sup>), 14<sup>th</sup> St. Water Main Replacement (Euclid to Campus), and 22<sup>nd</sup> St. Water Main Replacement (Mountain to San Antonio). Revenues are projected at \$19,669,623. The Water Utility year-end fund balance is projected to be \$1,313,524.

### **SOLID WASTE UTILITY FUND**

The Solid Waste Utility Fund budget includes the cost of providing refuse service to City customers. Revenues are projected at \$10,353,000 and appropriations and transfers out are \$10,207,339. The Solid Waste fund balance is projected to be (\$466,094).

### **SEWER UTILITY FUND**

The Sewer Utility Fund operating budget includes the cost of providing sewer services to City customers and to maintain the system. Total appropriations are \$9,815,076, an increase of \$0.7 million from the prior year due to a combination of increased sewer treatment disposal costs, the Ontario Airport Plume Joint Agreement and a decrease in CIP expenditures. Revenues and transfers in are projected to be \$8,397,651, leaving a year-end fund balance of \$5,720,769.

## **INTERNAL SERVICE FUNDS**

### **SELF-FUNDED INSURANCE FUND**

This fund contains revenues (derived from charge-outs) of \$3,750,000 and expenditures of \$3,750,000, an increase of \$165,000 from the prior year budget. For FY 2015-16, Self-Funded Insurance expenses have been allocated to other funds based on a fund's percentage of actual liability and worker's comp claims from FY 13/14, resulting in a much larger portion being allocated to the General Fund and away from the Enterprise Funds.

### **FLEET MANAGEMENT FUND**

The Fleet Management Fund provides for the operation of the City's Fleet Management division, which accounts for repairs and routine maintenance of City vehicles. In FY 2015-16, Fleet Management revenues are \$745,367 and expenditures are \$705,708. The fund is projected to have a balance of \$44,599 at year-end, which will go towards the purchase of new vehicles in future years.

### **INFORMATION SYSTEMS FUND**

The Information Systems Fund provides for the operation of the City's Information Systems division, including maintenance of the City's computer network and hardware infrastructure. In FY 2015-16, Information Systems revenues are \$1,378,929 and expenditures are \$1,272,730. The fund is projected to have a \$98,249 balance at year-end, to be used for computer replacement in future years.

### **BUILDING MAINTENANCE & OPERATIONS FUND**

The Building Maintenance & Operations Fund provides for the operation of the City's Building Maintenance & Operations division which maintains the City's facilities. In FY 2015-16, Building Maintenance & Operations revenues are \$735,010 and expenditures are \$735,010. The fund is projected to have a zero balance at year-end.

## CONCLUSION

The fiscal health and future outlook of the City of Upland has improved significantly over the last 18 months, thanks to hard work by the City Council and staff. I would like to thank the dedicated staff of the Administrative Services Department, as well as those Finance Division staff members that spent many hours preparing this budget document. On behalf of your Executive Management Team, as well as all Upland staff members, I submit this sound and comprehensive financial plan for FY 2015-16.

Respectfully submitted,



Rod Butler  
City Manager



## **BUDGET PROCESS**

### **Purpose of the Budget Document**

The Budget sets forth a strategic resource allocation plan that is distinctly aligned with community goals, preferences, and needs. The Budget is a policy document, financial plan, operations guide, and communication device all in one.

The Budget:

- ◆ Determines the quality and quantity of City programs and services;
- ◆ States expenditure requirements for the allocation plan and estimated available revenues to finance it;
- ◆ Sets targets and provides a means of measuring accomplishments against goals, actual versus planned outcomes; and,
- ◆ Serves as a communication device for elected officials, the public, and the City organization that promotes the City's vision and direction, fiscal health and vitality, and what the public is getting for its tax dollars.

Through the Budget document, the City demonstrates its accountability to its residents, customers, and community.

### **The Relationship Between the Operating Budget and Capital Improvement Program**

The Budget document is comprised of both the Annual Operating Budget and the Capital Budget. The development of the two budgets, however, takes place on two separate, albeit interrelated, tracks.

The Operating Budget is the complete budget used to finance all day-to-day operations and obligations of the City. The budget includes general government administration and operations, debt service, capital expenditures, and transfer payments for a particular fiscal year. The funding for this budget is derived from taxes, fees, licenses, fines, and inter-governmental revenues (state and federal).

The Capital Improvement Program (CIP) is a multi-year instrument that drives the identification, evaluation, and financing of capital infrastructure projects that are in need of renovation, repair and/or construction. Capital projects range from road maintenance or construction to the renovation of municipal buildings, recreation centers, water main and sewer system replacement. The CIP relates these capital project needs to the financial sources that will support their realization and the timeframe in which both the financial and work will take place. Capital improvement projects typically carry considerable future impact, meaning, they have a life span of at least five years or more. They are usually financed over a longer period of time, in effect spreading the cost of the project across a generation of users.

## **Guide to the Budget**

The City of Upland's fiscal year begins each July 1<sup>st</sup> and concludes on June 30<sup>th</sup>. The development of the annual budget is comprised of distinct phases. First, the City Council identifies the priority service requirements for the community, during the Strategic Goals workshop. Second, is the planning and assessment that includes both strategic plan development and data gathering, such as performance measurement information. A select group of performance measures used in the development process is featured in the budget document.

The budget kickoff begins in mid-January at a meeting to which the City Manager, Finance staff, and all Department Heads and their budget staff attend. The City Manager briefs the participants on policy directives and general budgeting guidelines and Finance staff follows with a discussion on the technical and procedural aspects of preparing the budget. Departments have approximately two months to prepare their budgets.

Subsequent to budget submittals, the City Manager, Finance staff, and Department Heads hold meetings to discuss proposed budgets. Participants discuss the budget, including reductions or other significant changes, goals and objectives, and performance measures.

Once the City Manager reviews have taken place and all departmental budget issues are resolved, the Finance staff prepares the preliminary budget. The Finance Manager presents the proposed budget at a special meeting of the Finance/Economic Development Committee. Following the Committee review, the Finance Manager presents the proposed budget to the City Council, at which time the City Manager will recommend to the City Council the adoption of the budget with any necessary revisions made between the time of publication of the preliminary budget and the date of adoption.

The budget plays a crucial role in communicating to elected officials, City employees, and the public the City's plans for the use of its resources. Yet budgets are complex documents that can be difficult to grasp at first hand. Although the City has made every effort to make the document as easy to navigate as possible, some discussion as to how the book is organized is deemed warranted. This section provides the reader with some basic understanding of the constituent components of a budget document.

## **Organization of the Budget Document**

The Budget document is comprised of the following sections:

### City Manager's Budget Message

The City Manager's Budget Message is a transmittal letter addressed to the Mayor and City Council that introduces the FY 2015-16 annual budget. The Budget Message outlines the organizing principles of the budget and the assumptions on which the budget was developed. The City Manager's Budget Message aims to provide the reader with highlights of the operating and capital budgets, and sufficient context to understand how and why the budgetary changes occurred between fiscal years.

## Financial and Budgetary Policies

This section provides the reader an understanding of the City's financial policies and budgetary practices. It describes the purpose of the budget, its development, reading the budget, and the financial and operational policies followed in the budget development and planning process. Additionally, this section includes the resolutions for the appropriations limit and adoption of the budget and a matrix illustrating department/fund relationships.

## General Information

The City Profile provides a snapshot of the City for which the Budget has been developed. The purpose of this section is to give the reader an at-a-glance look at the City's organizational structure, demographic data, and other statistics.

## Budget Summaries

The budget summaries section is the nuts and bolts of the Budget. It provides the following information: Summary of Changes in Fund Balance, Schedule of Revenues by Fund and Category, Schedule of Revenue Detail by Fund, Schedule of Expenditures by Fund, Schedule of Expenditures by Fund and Category, Expenditures by Department Program and the Summary of Operating Transfers.

## Department Summaries

The Department Summaries contain detailed budget information for the basic organizational units of the City, its departments. Each department summary presents the following information:

- ◆ Expenditures by Category - The table and graph provide information on budgeted expenditures organized by the following categories: personnel, maintenance and operations, capital outlay and capital improvement projects.
- ◆ Expenditures by Funding Source - The table and graph provide information on the funding sources for the budgeted expenditures.
- ◆ Mission Statement - Each department has formulated a mission statement that presents the "what, for whom, and why" the department exists.
- ◆ Goals and Objectives - Departments are comprised of smaller organizational units that allow the department to attain its mission.
- ◆ Performance Measurements - Each department has established performance measures for assessing progress made toward achieving goals. These measures are used during the budget process to ascertain program performance, workload, and future targets.
- ◆ Major Accomplishments - This section lists a department's achievements over the past fiscal year.

- ◆ Expenditure Summary by Object Code – This table provides line-item budgetary detail for the department.

### Capital Improvement Program

This section looks at the City's capital improvement program, funding sources, project highlights, and the specific projects for which funds are allocated for the budget year.

### Schedule of Positions

The Schedule of Positions section includes the titles of the Full Time Equivalent (FTE) positions authorized for each department. A comparative table that provides four years of data is also presented in this section.

### Chart of Accounts

This section provides a list of the City's funds, divisions and object codes.

### Glossary of Terms

Budget documents may be difficult to read and may contain terms unfamiliar to the reader. This section covers key terms used throughout the budget document and in the budgeting process in general.

### List of Acronyms

A list of acronyms used throughout the budget document is included.

**City of Upland**  
**Operating and CIP Budget Calendar**  
**Fiscal Year 2015-16**

<b>Date</b>	<b>Responsibility</b>	<b>Action</b>
<b>January 12, 2015</b>	City Manager and Finance	Budget kickoff meeting with City Manager and Department Heads. Salary and benefit worksheets are distributed to Department Heads.
<b>January 20, 2015</b>	Departments	Departments submit personnel allocations to Finance.
<b>February 3, 2015</b>	Departments	Departments submit revenue projections to Finance.
<b>February 24, 2015</b>	Departments	Departments submit expenditure projections and requests for new positions and/or reclassifications.
<b>March 3, 2015</b>	Departments	Departments submit Capital Improvement Project requests and preliminary expenditure projections to Public Works - Engineering Division.
<b>March 10, 2015</b>	Finance	Finance prepares first draft of budget summaries.
<b>March 16- 19, 2015</b>	Finance and Departments	City Manager, Finance Manager and staff members assigned with budget preparation meet with Departments to review revenues and operating and capital improvement project budgets.
<b>March 24, 2015</b>	Departments	Public Works Department submits draft of Capital Improvement Project budget. All Departments submit any budget or personnel revisions.
<b>March 31, 2015</b>	Finance and Departments	Finance completes a second draft of the budget document and submits budget summaries to the Departments for final review. Departments submit narratives, goals and objectives, performance measures and major accomplishments.
<b>April 14, 2015</b>	Departments	Public Works Department submits finalized Capital Improvement Project budget to Finance.
<b>June 1, 2015</b>	Finance	Proposed budget presented to the Finance Committee.
<b>June 15, 2015</b>	Finance	Proposed budget presented to the City Council for formal adoption of the Fiscal Year 2015-16 Budget and Appropriations Limit.
<b>June 22, 2015</b>	City Council	Continuing Budget Resolution adopted by Council until Fiscal year 2015-16 Budget is adopted.
<b>July 27, 2015</b>	City Council	Proposed budget presented to the City Council for formal adoption of the Fiscal Year 2015-16 Budget and Appropriations Limit.

## **FINANCIAL POLICIES**

The City of Upland was incorporated on May 15, 1906, under the general laws of the State of California and enjoys all the rights and privileges pertaining to “General Law” cities. The City is governed by an elected five-member board. Included within the financial reporting entity of the City are the Successor Agency to the Upland Community Redevelopment Agency and the Upland Public Financing Authority.

### **Basis of Accounting and Budgeting**

The City’s accounting system is organized on a fund basis. Each fund is a separate accounting entity with a self-balancing set of accounts recording its assets, liabilities, fund equity, revenues, and expenditures. The funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Governmental funds are classified into three broad categories: governmental (general, special, debt service, and capital improvement projects), proprietary, and fiduciary funds. Governmental funds include activities usually associated with typical or local government operations. Proprietary funds are financed and operated in a manner similar to private business enterprises, where the intent is to recover the cost of providing goods and services from user charges. Fiduciary funds are utilized in situations where the government is acting in a fiduciary capacity as a trustee or agent.

The City’s accounting and budgeting systems are in compliance with the Generally Accepted Accounting Principles (GAAP). This means that the modified accrual basis of accounting is used for governmental fund types and that the accrual basis of accounting is used for proprietary fund types. These funds are described as follows:

#### ***General Fund***

The General Fund is the City’s primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund. The General Fund finances basic services to residents, including police, fire, library, and recreation.

#### ***Special Revenue Funds***

Housing - This fund accounts for the housing activities of the City that were previously accounted for in the low and moderate housing redevelopment agency fund.

SB509 Public Safety Augmentation - This fund accounts for the half-cent sales tax enacted by Proposition 172 and SB509. Funds are used to cover operational expenditures of the Police Department.

Gas Tax - This fund accounts for State gasoline taxes received by the City. These funds may be used for street maintenance, right-of-way acquisition, and street construction. Gas Tax funds are used for capital projects established within the Gas Tax Fund.



Measure I - This fund accounts for revenues which were approved by the San Bernardino County voters in a General Election authorizing a one-half percent (1/2%) sales tax on all retail transaction within the incorporated and unincorporated territory of the County of San Bernardino for a period not to exceed twenty years, proceeds of which are to be solely for county-wide transportation improvements and traffic management programs.

Home/CalHome Investment Partnership Program - These funds account for housing rehab grants from the California Department of Housing and Community Development. These grants are then loaned to local citizens for single-family rehabilitation, neighborhood restoration, first-time homebuyers, tenant based assistance and rental rehabilitation programs.

Community Development Block Grant (CDBG) - This fund accounts for receipt and disbursement of the Upland Community Development Block Grant Program of the United States Department of Housing and Urban Development. Program accountability follows the guidelines of Office Management and Budget Circulars A102 and A87.

Parking Business Improvement Area (PBIA) - This fund accounts for revenues received from an additional levy on the general business license tax imposed on businesses to be used for the acquisition, construction and maintenance of parking facilities for the benefit of the area.

Air Quality Management District - This fund was established to account for the receipt and disbursement of funds generated by Assembly Bill 2766 which sets forth requirements for reduction of air pollution from mobile sources as promulgated by the South Coast Air Quality Management District (SCAQMD).

Proposition 30 - This fund accounts for the financial activity related to the City's share of Proposition 30/SB109 monies to provide local law enforcement with a portion of a State income tax increase to be utilized for costs associated with parolees and probationers.

Citizen's Option for Public Safety (COPS) - This fund is used to account for the receipt of funds generated by AB3299 and expenditures for front-line police activity.

### ***Debt Service Funds***

Upland Public Financing Authority - The Upland Public Financing Authority is a joint exercise of powers under the laws of the State of California, authorized to issue bonds under the Mello-Roos Local Bond Pooling Act of 1985 (Article 1 through 4, Section 6500, Chapter 5, Division 7, Title 1 of the State of California Government Code). The City of Upland and the Successor Agency (formerly known as Upland Community Redevelopment Agency) formed the Financing Authority by execution of a joint exercise of powers agreement to provide financing by agreements and loans to the Agency for various project purposes.

### ***Capital Projects Funds***

Capital projects funds are established to account for acquisition and construction of capital facilities other than those financed by proprietary funds.

General Capital Improvements - This fund was established under the provision of Section 53731 of the Government Code and Section 3.44.050 of the Upland Municipal Code to account for projects of general nature which are supported by available General Funds, Special Revenue Funds, or Development Impact Fees from new development.

Park Acquisition and Development - This fund accounts for all revenue from the Dwelling Unit Construction Tax, in accordance with Section 3.44.020 of the Upland Municipal Code which must be used for the acquisition and development of park facilities within the City of Upland.

Storm Drain Development - This fund, established by Section 3.44.040 of the Upland Municipal Code, is used to account for the revenues received from fees on various building permits which are set aside to provide for the creation of a storm drain system in cooperation with the other governmental entities in the surrounding area.

Street and Traffic Facility Development - This fund is supplementary to the Gas Tax and Public Transportation Funds. This fund was established under Upland Municipal Code Section 3.44.030 to provide for improved quality of street and traffic facilities in the City. The revenue source of this fund is from a fee on building permits.

### ***Proprietary Funds and Fiduciary Funds***

Proprietary fund revenues and expenses are budgeted and recognized on the accrual basis of accounting. Revenues are recognized in the accounting period in which they are earned and measurable. Expenses are recognized in the period incurred, if measurable.

Fiduciary or private-purpose trust funds are reported using the economic resources measurement focus and the accrual basis of accounting.

Successor Agency - This fund handles all aspects of the Successor Agency to the Upland Community Redevelopment Agency, including but not limited to the accumulation and disbursement of monies to meet debt service requirements.

### ***Enterprise Funds***

Water Utility - This fund accounts for the sale of water to Upland's citizens and businesses and also records expenditures for water capital improvement projects.

Solid Waste Utility - This fund accounts for the refuse pick-up services provided by private contract. Billing and collection is accomplished by City staff. Activities include recycling and green waste programs.

Sewer Utility - This fund records all City sewer service transactions and includes the additional services of street cleaning, tree trimming, storm drain maintenance and NPDES programs.

### ***Internal Service Funds***

Self-funded Insurance - This fund accounts for self-funded insurance. City Departments are charged for the services provided or benefits received from this fund.

Fleet Management - This fund provides for the operation of the City's Fleet Management Division, which accounts for repairs and routine maintenance of City vehicles.

Information Systems - This fund provides for the operation of the City's Information Systems Division, including maintenance of the City's computer network and hardware infrastructure.

Building Maintenance & Operations - This fund provides for the operation of the City's Building Maintenance & Operations Division which maintains the City's facilities.

### **Budgetary Control and Policies**

Budgetary control is exercised by (1) the annual budget adoption by the City Council (2) formal budgetary integration within the accounting system (3) the mid-year review presented to the City Council in February (4) the encumbrance of estimated purchase/contract amounts prior to the release of purchase orders to vendors (5) properly and adequately documented City Council approved budget adjustments to appropriation and revenue estimates (6) monthly review of departmental expenditure reports comparing budget to actual amounts and (7) the established review process of carry-overs in which departments are requested to submit justification and funding sources for unencumbered, budgeted amounts requested for carryover. The final list of continued operations becomes part of the City's annual budget.

The City Council approves each year's budget submitted by the City Manager prior to the beginning of the fiscal year. Public meetings are conducted prior to the adoption by City Council. It is the City Council's goal to adopt an annual balanced budget, a budget in which current revenues equal recurring expenditures. The City Manager has authority to adjust the amounts appropriated between the funds and activities of a fund, provided, however, that the total appropriations for each fund may not exceed the amounts provided in the budget resolution. The City Manager is also authorized to approve continuing appropriations at year-end for capital improvement projects and other expenditures previously approved by the City Council.

### **Cash and Investment Policies**

The City's cash and investments are reported at fair value. Changes in fair value that occur during a fiscal year are recognized as interest revenue reported for that fiscal year. Interest revenue includes interest earnings, changes in fair value, and any gains or losses realized upon the liquidation or sale of investments.

Cash accounts of all funds are pooled for investment purposes to enhance safety and liquidity while maximizing interest earnings. Interest revenue earned by the pooled investments is allocated to the various funds based on each fund's average monthly cash and investment balance.

## Reserve Policy

In order to prudently protect the fiscal solvency of the City, it is important to maintain some minimum level of reserves. Reserves are important in order to mitigate the negative impact to revenues from economic fluctuations, to fund unforeseen expenditure requirements, to provide a minimum level of cash investment interest revenue, and to avoid the need to borrow for cash management purposes. The General Fund Reserve is currently at the reserve policy limit of 10% of operating expenditures.

## Capital Assets

Capital assets (including infrastructure) greater than \$5,000 are capitalized and recorded at cost or at the estimated fair value of the assets at the time of acquisition where complete historical records have not been maintained. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend asset lives are not capitalized.

Capital assets include public domain (infrastructure) general fixed assets consisting of certain improvements including roads, curbs and gutters, streets and sidewalks, medians, sewers and storm drains.

## Debt Management

The California Constitution requires that long-term debt pledged by the full faith and credit of the City can only be approved by voter referendum. Currently, the City does not have any general obligation debt. However, per State of California statute, the City's debt limit is set at 15% of total assessed valuation for purposes of City taxation for all the real and personal property within the city.

### Legal Debt Margin Calculation for Fiscal Year 2013-14

Assessed Valuation	\$7,277,753,115
Debit Limit (15% of assessed value)	1,091,662,967
Debt applicable to limit:	
General obligation bonds	<u>                    -</u>
Total net debt applicable to limit	\$ <u>                    -</u>
Legal debt margin	<u>\$1,091,662,967</u>

RESOLUTION NO. 6291

A RESOLUTION OF THE CITY COUNCIL ADOPTING THE FISCAL YEAR  
2015-16 ANNUAL BUDGET INCLUDING AMENDING THE  
COMPENSATION PLANS FOR THE MID-MANAGEMENT EMPLOYEES AND  
GENERAL EMPLOYEES

Intent of the Parties and Findings:

(i) The City Manager has caused a budget document to be prepared and presented to the City Council covering the Fiscal Year July 1, 2015 through June 30, 2016; and

(ii) This budget document has been placed on file in the office of the City Clerk and made available for public examination; and

NOW, THEREFORE, the Upland City Council hereby finds, determines and resolves as follows:

Section 1. The City Council hereby adopts the Fiscal Year 2015-16 Annual Budget.

Section 2. The following funds and appropriations, therefore, are hereby authorized for the fiscal year beginning July 1, 2015:

General Fund	\$42,891,550
Housing Fund	5,102,267
Public Safety Augmentation Fund	815,000
Gas Tax	6,827,212
Measure I	2,840,407
HOME/CALHOME Investment Partnership Program	2,208,500
Community Development Block Grant	744,382
Parking Business Improvement Area	30,000
Air Quality Management District	96,510
Prop 30	103,000
COPS	375,025
Asset Forfeiture Fund	10,200
Public Financing Authority	266,135
General Capital Improvements	247,807
Park Acquisition & Development	517,936
Storm Drain Development	451,748
Street & Traffic Safety Development	150,000
Street & Alley Repairs	200,000
Water Utility	27,544,948
Solid Waste Utility	9,962,339
Sewer Utility	9,815,076

Self-Funded Insurance	3,750,000
Fleet Management	705,078
Information Systems	1,272,730
Building Maintenance & Operations	735,010
Successor Agency	<u>5,046,426</u>
Total	<u>\$122,709,286</u>

Section 3. The City Manager is hereby authorized to make expenditures, including capital outlay items, provided for in said budget.

Section 4. The City Manager is hereby authorized to increase appropriations in those instances where there is an offsetting source of revenue such as when money has been put on deposit with the City.

Section 5. The City Manager is hereby authorized to approve continuing appropriations for capital improvement projects and other expenditures approved by the City Council but not yet expended prior to July 1, 2015.

Section 6. The City Manager is hereby authorized to redistribute allocated budgeted amounts within or between departments.

Section 7. The City Manager is hereby authorized to transfer up to \$20,000 of any allocated fund balance to or between departments. Any transfer revision above this amount must be approved by the City Council.

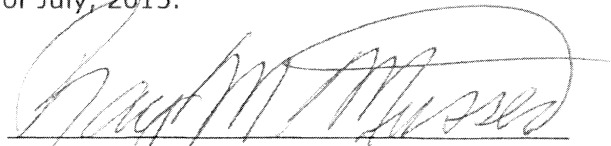
Section 8. The City Council approves the following position changes: the reclassification of the Utilities Operations Manager, the reclassification of the Deputy Public Works Director to an Operations Manager, the reclassification of a Principal Engineer to an Engineering Manager and the addition of an Administrative Assistant III.

Section 9. The City Council approves changes to the Part-time Hourly Compensation Plan to comply with the new Paid Sick Leave Law ("AB 1522") effective July 1, 2015, which entitles an employee to the accrual of up to three paid sick days in a 12-month period for the diagnosis, care, or treatment of an existing health condition or preventative care for an employee or an employee's family members. It also provides paid sick days for an employee for certain purposes related to being a victim of domestic violence, sexual assault, or stalking.

Section 10. Exhibit "B" - Mid-Management and Exhibit "C" - General Compensation Plans are hereby amended as attached.

Section 11. The City Clerk shall certify to the passage and adoption of this resolution and enter it into the book of original resolutions.

PASSED, ADOPTED AND APPROVED this 27<sup>th</sup> day of July, 2015.

  
Ray M. Musser, Mayor



I, Debbi Covington, Deputy City Clerk of the City of Upland, do hereby certify that the foregoing Resolution was passed and adopted at a regular meeting of the City Council of the City of Upland held on the 27th day of July, 2015, by the following vote:

AYES: Councilmembers Bozar, Filippi, Stone  
NOES: Mayor Musser, Councilmember Timm  
ABSENT: None  
ABSTAINED: None

ATTEST: Debbi Covington  
Debbi Covington, Deputy City Clerk

RESOLUTION NO. 6295

A RESOLUTION OF THE CITY COUNCIL ESTABLISHING THE  
APPROPRIATIONS LIMIT FOR THE CITY OF UPLAND FOR FISCAL  
YEAR 2015-16

Intent of the Parties and Findings

(i) Section 1.5 of the Article XIII B of the constitution of the State of California imposes upon units of State and Local Government the obligation to limit each fiscal year's appropriations of the proceed of taxes to the amount of such appropriations in Fiscal Year 1986-87 as adjusted for changes in cost of living and population; and

(ii) Section 7910 of the Government Code of the State of California directs the governing body of each local jurisdiction to establish its appropriation limit by resolution each year; and

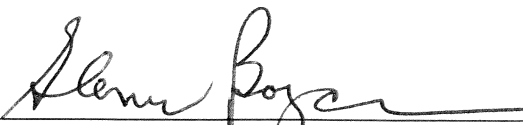
(iii) The Finance Manager of the City of Upland has determined the City's appropriations limit for Fiscal Year 2015-16 in accordance with said provisions of the Constitution and laws of the State of California and the documentation used in said determination is available in the Finance Division of the City of Upland.

NOW, THEREFORE, the Upland City Council hereby finds, determines and resolves as follows:

Section 1. Calculation of said limit for the City shall be determined by (1) Using the California Per Capita Income and the population growth of San Bernardino County, both as determined by the California Department of Finance; and (2) Based upon the above said factors, the appropriations limit of the City of Upland for the Fiscal Year 2015-16 is hereby found and determined to be \$74,820,561.

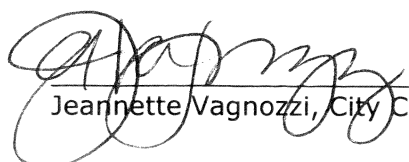
Section 2. Certification. The City Clerk of the City of Upland shall certify to the passage and adoption of this resolution and enter it into the book of original resolutions.

PASSED, APPROVED AND ADOPTED this 14<sup>th</sup> day of September, 2015.

  
Glenn Bozar, Mayor Pro Tem

I, Jeannette Vagnozzi, City Clerk of the City of Upland, do hereby certify that the foregoing Resolution was adopted at a regular meeting of the City Council held on the 14<sup>th</sup> day of September, 2015, by the following vote:

AYES: Mayor Pro Tem Bozar, Councilmembers Filippi, Stone, Timm  
NOES: None  
ABSENT: Mayor Musser  
ABSTAINED: None

ATTEST:   
Jeannette Vagnozzi, City Clerk

# APPROPRIATIONS LIMIT CALCULATION

Article XIII B of the State Constitution, commonly referred to as the "Gann Limit", was adopted when California's voters approved Proposition 4 in November 1979. The limit has been modified by two subsequent initiatives-- Proposition 98 in 1998 and Proposition 11 in 1990--but its basic framework remains in place today.

Article XIII B places an annual limit on the appropriation of tax proceeds that can be made by the state, school districts and local governments in California. These limits are based on the amount of appropriations in the 1978-79 "base" year, as adjusted each year for population growth and cost-of-living factors. State and local governments are precluded from retaining any "excess revenues" above the limit. Article XIII B also requires the state to reimburse local governments for the cost of certain state mandates. The limit is different for every agency and changes each year.

For fiscal year 2015-16, the estimated tax proceeds appropriated by the Upland City Council are under the limit. The Appropriations Limit for fiscal year 2015-16 is \$74,820,561. This amount is the maximum amount of tax proceeds the City is able to appropriate and spend in fiscal year 2015-16. The appropriations subject to the limit are \$38,241,596 leaving the City with an appropriations capacity under the limit of \$36,578,965.

## APPROPRIATIONS LIMIT CALCULATION - FISCAL YEAR 2015-16

### **Part I - Calculation of Appropriations Limit**

Appropriations Limit - Fiscal Year 2014-15:	\$ 71,291,626
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Change in Per Capita Personal Income (3.82%)	1.0382 <sup>(a)</sup>
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Change in County Population (1.09%):	<u>1.0109 <sup>(a)</sup></u>
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Calculation of Growth Factor (1.0382 x 1.0109)	<u>1.0495</u>
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<b>Appropriations Limit - Fiscal Year 2015-16:</b>	<b><u>\$ 74,820,561</u></b>
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### **Part II - Appropriations Subject to the Limit**

Proceeds from Taxes from Schedule B:	\$ 38,507,731
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Less: Debt Service Payments	<u>(266,135)</u>
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<b>Total Appropriations Subject to the Limit</b>	<b><u>\$ 38,241,596</u></b>
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### **Part III - Calculation of Appropriations Over/Under the Limit**

Appropriations Limit - Fiscal Year 2015-16:	\$ 74,820,561
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Less: Appropriations Subject to Limitation	<u>(38,241,596)</u>
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<b>Total Appropriations Under the Limit</b>	<b><u>\$ 36,578,965</u></b>
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<sup>(a)</sup> Source: State of California, Department of Finance, Price and Population Information, May 2015

Department / Fund Matrix	General Government	Administrative Services	Community Services	Development Services	Fire	Police	Public Works
General Fund	✓	✓	✓	✓	✓	✓	✓
Housing Fund				✓			
Public Safety Augmentation Fund						✓	
Gas Tax Fund							✓
Measure I Fund							✓
HOME Investment Partnership Fund				✓			
Community Development Block Grant Fund				✓			
Parking Business Improvement Area Fund				✓			
Air Quality Management District Fund		✓					
Prop 30 Fund						✓	
COPS Fund						✓	
Other Grants Fund			✓				
Office of Traffic Safety Fund						✓	
Local Law Enforcement Block Grant Fund						✓	
Asset Forfeiture Fund						✓	
CalHOME Fund				✓			
Public Financing Authority Fund		✓					
General Capital Improvements Fund							✓
Park Acquisition & Development Fund							✓
Storm Drain Development Fund							✓
Street & Traffic Facility Development Fund							✓
Street & Alley Repairs Fund							✓
Water Utility Fund							✓
Solid Waste Utility Fund							✓
Sewer Utility Fund							✓
Self-Funded Liability Insurance Fund		✓					
Fleet Management Fund							✓
Information Systems Fund		✓					
Building Maintenance & Ops Fund							✓
Successor Agency Fund				✓			

## **City of Upland Strategic Goals**

**In the past, the City has relied on various tools to identify strategic goals for the City. The following goals have been established to meet the needs of the community:**

- ◆ **Responsive Leadership**

To enhance the public's confidence in the City's current leadership, both elected and staff, by fostering public and private partnerships.

- ◆ **Sense of Community**

To ensure an excellent quality of life by facilitating continuous, open dialogue with the City's civic, non-profit, and faith-based organizations, the business community, residents and local government.

- ◆ **Community Oriented Public Safety**

To assure residents and their families will be safe in their homes and in their neighborhoods, as well as provide basic instructions on disaster protection and preparation for their family and property.

- ◆ **Economic and Workforce Development**

To be an even more economically vibrant and diverse City that is a vital commercial and cultural crossroads between the greater Los Angeles Area and the Inland Empire, while attracting creative professionals and the cutting edge organizations wishing to employ them.

- ◆ **Historic Preservation and Enhancement**

To enhance Historic Downtown Upland as the heart of the community where pedestrians enjoy charming shops, restaurants and cultural arts attractions.

- ◆ **Improvement of City Infrastructure**

To maintain and manage streets, sidewalks, sewers, parks and public facilities with emphasis on the revitalization of the Foothill Corridor and Historic Downtown Upland.

Departmental goals and objectives are updated annually and are included in the Operating Budget, listed by division within each department. The following is a listing of Fiscal Year 2015-16 goals and objectives, as they relate to the City's long-term strategic goals.

## **Responsive Leadership**

- ◆ Continue managing the City's resources in a conservative, fiscally responsible manner while maintaining a General Fund reserve of 10% of the current operating budget, for economic uncertainty and unforeseen expenditure requirements.
- ◆ Continue work on the City's General Plan, which sets forth a long-term comprehensive plan for the physical development of the City.

## **Sense of Community**

- ◆ Improve City communication by producing the Upland Today newsletter and City website upgrades such that communication is found to be core in our service to Upland residents and business owners.
- ◆ Continue to nurture and promote public communications and engagement by maintaining open government ideals and developing programs/projects that support the constant pursuit of excellence in municipal services, as well as model public sector status.

## **Community Oriented Public Safety**

- ◆ To promote fire and life safety in the community by making fire and life safety educational presentations at public and private schools, businesses and community service group meetings.
- ◆ To have well-trained disaster response employees by providing training on the Incident Command System and Emergency Operations Center functions so that a course of action to respond to, contain, control, and recover from an emergency is coordinated efficiently.
- ◆ Promote the safe movement of vehicles and pedestrians throughout the City by educating the motoring public and by enforcing traffic laws to reduce motor vehicle collisions.
- ◆ To protect the community from gang activity and graffiti by participating in regional enforcement of gang and graffiti violations, the Graffiti Reward Program, a graffiti/tagger database, proactive gang enforcement, and by participating in countywide SMASH operations.
- ◆ To keep pace, through ongoing training, with the technological advances in computers, servers and telecommunications devices such as smart phones and PDA devices.
- ◆ To operate the Animal Services Shelter such that public safety and welfare is upheld and animal adoptions are increased, as well as enhancing the service level of animal services in Upland.

- ◆ Provide the best emergency medical support system to Upland residents and visitors by providing the most up to date medical equipment and training so that morbidity and mortality may be reduced, including air medical transport for trauma and critically ill patients.

### **Economic and Workforce Development**

- ◆ Market the following programs designed to retain and attract retail businesses within Upland: Commercial Rehabilitation Program, Restaurant Attraction/Incentive Program, Downtown Anti-Graffiti Film Program, and Downtown Surveillance Camera Program.
- ◆ Acquire property in the downtown area for the purpose of assembling land for development.
- ◆ Strengthen relationships with the County of San Bernardino Economic Development Agency and other regional agencies to encourage economic growth by raising public awareness of existing business and employment resources to promote job creation and retention.
- ◆ Explore and assist in the facilitation of building and site reuse opportunities to accommodate evolving retail trends and the reuse and/or expansion of existing retail spaces.

### **Historic Preservation and Enhancement**

- ◆ Continue to market the Historical Home Rehabilitation Program.
- ◆ Update the Historic Preservation Survey, and develop policies and implementation strategies in conjunction with the comprehensive General Plan Update.
- ◆ Continue to acquire key commercial properties in Downtown to facilitate development of mixed-use development, including public parking.
- ◆ Continue implementation of the Downtown Specific Plan by facilitating development opportunities within the plan area.

### **Improvement of City Infrastructure**

- ◆ Ensure an attractive and well maintained City by providing parks and recreational facilities that are kept in good condition and are fully functional, and ensuring that recreational facilities are in compliance with ADA guidelines.



- ◆ Continue to seek opportunities to develop all or a portion of the City-owned open space located at Baseline and the 210 Freeway.
- ◆ To maintain the established asset protection and management plan that ensures infrastructure is effectively renewed, replaced, and maintained.
- ◆ To ensure City compliance with federal and state regulations pertaining to storm water and the area-wide National Pollutant Discharge Elimination System (NPDES).
- ◆ To complete the following major Capital Improvement Projects:
  1. Mountain Avenue Water Main Replacement and Street Rehabilitation (9<sup>th</sup> Street to Foothill Blvd.)
  2. Mountain Avenue Water Main Replacement and Street Rehabilitation (16<sup>th</sup> Street to 19<sup>th</sup> Street)
  3. Foothill Boulevard Rehabilitation (Campus Avenue to Grove Avenue)
  4. 13<sup>th</sup> Street Water Main Replacement and Street Reconstruction (Euclid Avenue to Campus Avenue)
  5. 14<sup>th</sup> Street Water Main Replacement and Street Reconstruction (Euclid Avenue to Campus Avenue)
  6. 22<sup>nd</sup> Street Water Main Replacement and Street Reconstruction (Mountain Avenue to Euclid Avenue)
  7. Arrow Highway Water Main Replacement and Street Reconstruction (Mountain Avenue to San Antonio Avenue)
  8. Citywide and CDBG Concrete Repairs
  9. Citywide Pavement Slurry Seal
  10. Citywide Sewer Rehabilitation

# **Officials of the City of Upland**

## **Elected Officials**

**Ray Musser, Mayor**

**Glenn Bozar  
Gino L. Filippi  
Debbie Stone  
Carol Timm**

**Mayor Pro Tem  
Councilmember  
Councilmember  
Councilmember**

**Dan Morgan**

**City Treasurer**

## **Executive Staff**

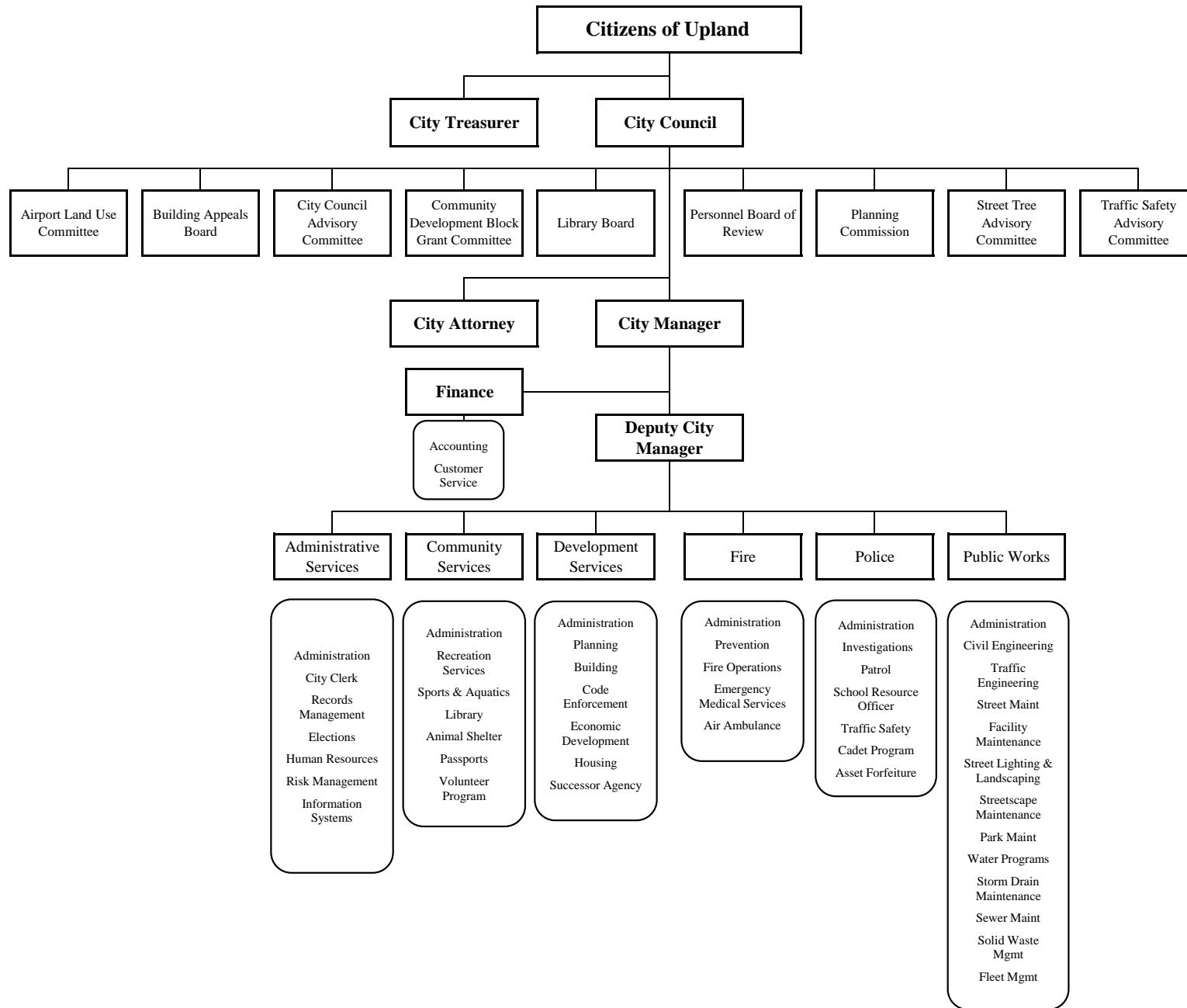
**Rod Butler, City Manager**

**Jeannette Vagnozzi, Deputy City Manager**

**Roberta Knighten  
Jeff Zwack  
Rosemary Hoerning  
Brian Johnson  
Richard Mayhew  
Richard L. Adams II**

**Community Services Director  
Development Services Director  
Public Works Director  
Police Chief  
Fire Chief  
City Attorney**

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Upland  
California**

For the Fiscal Year Beginning

**July 1, 2014**

*Jeffrey R. Enos*

Executive Director

## History of Upland

In 1882, George Chaffey arrived in Upland, and shortly after engineered the historic Euclid Avenue. Euclid Avenue was designed to be 200 feet wide, with a spacious median, and various tree species lining the thoroughfare. Chaffey also developed a water system for the area that depended on gravity flow from the canyons of the San Gabriel Mountains to the valley below. With access to a reliable source of water, lemon grower associations were started. According to sources of the day, oranges and lemons from the Upland groves were always met with a great amount of satisfaction with buyers in the East.

In 1897, citrus grower Charles D. Adams suggested the name “Upland” for a new citrus association proposed in the rich farm area. Adams offered the name of Upland – indicating its location uphill from its more established neighbor, Ontario. It was at that time that 1,000 or so residents persuaded the San Bernardino County Board of Supervisors to rename the community.

Incorporation had not yet come for Upland by the time she received her new name and in the next few years Ontario made moves to push its boundaries northward. Upland residents could not bear to think of their railroad station and post office being within Ontario’s boundaries. In early 1906, a committee was named to appear before the Board of Supervisors and request an incorporation election. At the conclusion of that session, the Board declared the election for incorporation should take place. On May 5, 1906, Upland voters approved cityhood.

The City of Upland is situated on the western border of San Bernardino County, bordered by the cities of Claremont, Montclair, Ontario and Rancho Cucamonga. Upland, known as the "City of Gracious Living", is nestled at the base of the San Gabriel Mountains and encompasses 15.3 square miles. It has an estimated population of 75,147 as of 2013.

Upland is a general law city with a Council-Manager form of government. The City provides a wide range of traditional municipal and public enterprise services.

### Services Provided by the City Of Upland

#### Municipal Services

General Administrative Support  
Highways and Streets  
Planning and Zoning  
Police and Fire Protection  
Library and Animal Services  
Recreation and Parks  
Housing and Community Development  
Public Improvements

#### Public Enterprise Services

Water Utility  
Solid Waste Utility  
Sewer Utility

City of Upland  
City Demographics

Community Profile		City Services	
Date of Incorporation	May 15, 1906	Fire Protection	
		Stations	5
Form of Government	General Law	Sworn Firefighters	40
		Total Fire Department Employees	49
Population	76,043		
		Police Protection	
Number of City Employees	269.5	Patrol Units	23
		Motorcycles	5
Employees per capita	1 per 282 residents	Sworn Officers	70
		Total Police Department Employees	96.0
Area in Square Miles	15.3		
		Library	
Average Elevation	1,328 feet	Facilities	1
		Volumes	113,146
Average Temperature	66.5 F	Current Periodical & Serial Subscriptions	76
Average Rainfall	24.7 inches	Audio-visual items	6,239
		Registered patrons	69,676
Number of Public Schools	14		
		Recreation	
Miles of City Streets	208.90	Buildings	3
		Parks	13
Miles of State Highways	6.7	Soccer fields (lighted)	6
		Baseball fields (lighted)	8
Miles of Sewer Lines	228.00	Softball fields (lighted)	3
Miles of Water Mains	242.00		

City of Upland  
Top 25 Sales Tax Producers

<u>Business Name</u>	<u>Business Category</u>
Albertsons	Grocery Stores Liquor
Bed Bath & Beyond	Home Furnishings
Campus Arco Am/Pm	Service Stations
Chevron Gas Station	Service Stations
Circle K	Service Stations
CVS Pharmacy	Drug Stores
Dick's Sporting Goods	Sporting Goods/Bike Stores
Euclid Arco	Service Stations
Ford of Upland	New Motor Vehicle Dealers
Holliday Rock	Contractors
Home Depot	Lumber/Building Materials
Kohls	Department Stores
Lowe's	Lumber/Building Materials
Marshalls	Family Apparel
Mountain View Chevrolet	New Motor Vehicle Dealers
Nordstrom Rack	Department Stores
R F White	Service Stations
Shell	Service Stations
Stater Bros	Grocery Stores Liquor
Target	Discount Dept Stores
Tesoro Refining & Marketing	Service Stations
TJ Maxx	Family Apparel
Toys R Us	Specialty Stores
Vons Gasoline Sales	Service Stations
Walmart	Discount Dept Stores



City of Upland  
Principal Property Taxpayers

For Fiscal Year Ending June 30, 2014

<u>Taxpayer</u>	<u>Taxable Assessed Value</u>	<u>Rank</u>	<u>Percentage of Total Taxable Assessed Value</u>
Colonies-Pacific LLC	\$ 115,831,334	1	1.6%
College Park Apartment Homes LP	57,522,638	2	0.8%
Rancho Monte Vista Apartment Homes	40,760,651	3	0.6%
MG Stoneridge Village Grove LLC	39,000,000	4	0.5%
CT Retail Properties Finance II LLC	38,974,275	5	0.5%
WNG Mountain Springs GP	35,654,802	6	0.5%
Koll Per College Business Park LLC	34,726,001	7	0.5%
Holliday Rock Company LLC	33,255,154	8	0.5%
Dee Matreyek Kurth Non ExemptTrust	32,790,672	9	0.4%
NU-168 Apartments LLC	31,828,198	10	0.4%
Totals	<u>\$ 460,343,725</u>		<u>6.3%</u>

## 2015-2016 SUMMARY OF CHANGES IN FUND BALANCE

	Estimated Fund Balance 7/1/2015	2015-2016 Estimated Revenue	2015-2016 Operating Expenditures	Transfers In/(Out)	Change in Fund Balance	Fund Balance 6/30/16
<b>General Fund*</b>	<b>\$ 4,113,156</b>	<b>\$ 43,746,692</b>	<b>\$ 42,891,550</b>	<b>\$ (266,135)</b>	<b>\$ 589,007</b>	<b>\$ 4,702,163</b>
Housing	\$ 6,600,952	\$ 3,245,972	\$ 5,102,267	\$ -	\$ (1,856,295)	\$ 4,744,657
Public Safety Augmentation	-	815,000	815,000	-	-	-
Gas Tax	6,068,727	2,046,211	6,827,212	-	(4,781,001)	1,287,726
Measure I	1,884,759	1,000,000	2,840,407	-	(1,840,407)	44,352
HOME Investment Partnership Program	620,870	701,630	1,322,500	-	(620,870)	-
Community Development Block Grant	283,219	546,540	744,382	-	(197,842)	85,377
Parking Business Improvement Area	70,870	33,000	30,000	-	3,000	73,870
Air Quality Management District	16,559	94,000	96,510	-	(2,510)	14,049
Prop 30	49,873	75,000	103,000	-	(28,000)	21,873
COPS	275,025	100,000	375,025	-	(275,025)	-
Other Grants	7,024	-	-	-	-	7,024
Office of Traffic Safety	4,153	-	-	-	-	4,153
Local Law Enforcement Block Grant	38,960	-	-	-	-	38,960
Asset Forfeiture	57,518	10,000	10,200	-	(200)	57,318
CalHOME	37,000	849,000	886,000	-	(37,000)	-
<b>Total Special Revenue Funds</b>	<b>\$ 16,015,509</b>	<b>\$ 9,516,353</b>	<b>\$ 19,152,503</b>	<b>\$ -</b>	<b>\$ (9,636,150)</b>	<b>\$ 6,379,359</b>
Public Financing Authority	\$ 269,075	\$ -	\$ 266,135	\$ 266,135	\$ -	\$ 269,075
<b>Total Debt Service Fund</b>	<b>\$ 269,075</b>	<b>\$ -</b>	<b>\$ 266,135</b>	<b>\$ 266,135</b>	<b>\$ -</b>	<b>\$ 269,075</b>
General Capital Improvements	\$ 152,160	\$ 138,144	\$ 247,807	\$ -	\$ (109,663)	\$ 42,497
Park Acquisition & Development	2,245,027	614,287	517,936	-	96,351	2,341,378
Storm Drain Development	1,824,585	159,646	451,748	-	(292,102)	1,532,483
Street & Traffic Facility Development	517,536	53,713	150,000	-	(96,287)	421,249
Street & Alley Repairs	140,003	200,000	200,000	-	-	140,003
<b>Total Capital Project Funds</b>	<b>\$ 4,879,311</b>	<b>\$ 1,165,790</b>	<b>\$ 1,567,491</b>	<b>\$ -</b>	<b>\$ (401,701)</b>	<b>\$ 4,477,610</b>
Water Utility	\$ 9,188,849	\$ 19,669,623	\$ 27,544,948	\$ -	\$ (7,875,325)	\$ 1,313,524
Solid Waste Utility	(611,755)	10,353,000	9,962,339	(245,000)	145,661	(466,094)
Sewer Utility	7,138,194	8,152,651	9,815,076	245,000	(1,417,425)	5,720,769
<b>Total Enterprise Funds</b>	<b>\$ 15,715,288</b>	<b>\$ 38,175,274</b>	<b>\$ 47,322,363</b>	<b>\$ -</b>	<b>\$ (9,147,089)</b>	<b>\$ 6,568,199</b>
Self-Funded Insurance	\$ (8,680,978)	\$ 3,750,000	\$ 3,750,000	\$ -	\$ -	\$ (8,680,978)
Fleet Management	4,310	745,367	705,078	-	40,289	44,599
Information Systems	(7,950)	1,378,929	1,272,730	-	106,199	98,249
Building Maintenance & Operations	-	735,010	735,010	-	-	-
<b>Total Internal Service Funds</b>	<b>\$ (8,684,618)</b>	<b>\$ 6,609,306</b>	<b>\$ 6,462,818</b>	<b>\$ -</b>	<b>\$ 146,488</b>	<b>\$ (8,538,130)</b>
Successor Agency	\$ 8,678,829	\$ 5,046,426	\$ 5,046,426	\$ -	\$ -	\$ 8,678,829
<b>Total Private Purpose Trust Fund</b>	<b>\$ 8,678,829</b>	<b>\$ 5,046,426</b>	<b>\$ 5,046,426</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,678,829</b>
<b>Grand Total</b>	<b>\$ 40,986,550</b>	<b>\$ 104,259,841</b>	<b>\$ 122,709,286</b>	<b>\$ -</b>	<b>\$ (18,449,445)</b>	<b>\$ 22,537,105</b>

\* Animal Services, the Traffic Safety Fund and non grant portion of the Office of Traffic Safety Fund were combined into the General Fund.

# 2015-2016 SCHEDULE OF REVENUES BY FUND & CATEGORY

	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Adopted
<b>General Fund *</b>	<b>\$ 37,996,719</b>	<b>\$ 44,356,270</b>	<b>\$ 40,702,195</b>	<b>\$ 43,746,692</b>
Housing	\$ 3,235,072	\$ 3,340,829	\$ 3,034,300	\$ 3,245,972
Public Safety Augmentation Fund	727,402	768,385	725,000	815,000
Gas Tax	1,725,838	2,371,001	1,967,305	2,046,211
Measure I	1,086,675	1,118,962	1,001,000	1,000,000
HOME Investment Partnership Program	207,495	109,763	775,000	701,630
Community Development Block Grant	851,346	512,399	528,847	546,540
Parking Business Improvement Area	32,967	45,755	33,000	33,000
Air Quality Management District	90,185	92,955	92,000	94,000
Homeland Security Grants-PD	15,745	41,302	-	-
Prop 30	-	152,074	75,920	75,000
COPS	112,320	130,751	119,000	100,000
Other Grants	87,064	20,670	-	-
Office of Traffic Safety	94,518	105,091	-	-
Local Law Enforcement Block Grant	10,988	122	-	-
Asset Forfeiture	174,652	29,106	10,000	10,000
Homeland Security Grants-Fire	18,608	12,530	-	-
CalHOME	250,760	140,703	1,000,000	849,000
<b>Total Special Revenue Funds</b>	<b>\$ 8,721,635</b>	<b>\$ 8,992,398</b>	<b>\$ 9,361,372</b>	<b>\$ 9,516,353</b>
Public Financing Authority	\$ 112	\$ 92	\$ -	\$ -
<b>Total Debt Service Fund</b>	<b>\$ 112</b>	<b>\$ 92</b>	<b>\$ -</b>	<b>\$ -</b>
General Capital Improvements	\$ 700,834	\$ 514,703	\$ 858,725	\$ 138,144
Park Acquisition & Development	207,487	225,464	503,000	614,287
Storm Drain Development	533,048	226,279	768,617	159,646
Street & Traffic Facility Development	267,709	102,216	667,000	53,713
Street & Alley Repairs	-	-	-	200,000
<b>Total Capital Project Funds</b>	<b>\$ 1,709,078</b>	<b>\$ 1,068,662</b>	<b>\$ 2,797,342</b>	<b>\$ 1,165,790</b>
Water Utility	\$ 17,346,667	\$ 18,190,510	\$ 19,950,000	\$ 19,669,623
Solid Waste Utility	9,545,790	9,626,062	10,119,564	10,353,000
Solid Waste Utility	6,325,917	6,444,727	7,049,050	8,152,651
Animal Services	567,309	384,676	442,200	-
<b>Total Enterprise Funds</b>	<b>\$ 33,785,683</b>	<b>\$ 34,645,974</b>	<b>\$ 37,560,814</b>	<b>\$ 38,175,274</b>
Self-Funded Insurance	\$ 2,861,963	\$ 2,756,573	\$ 3,585,149	\$ 3,750,000
Fleet Management	68,417	36,415	483,923	745,367
Information Systems	-	-	1,877,612	1,378,929
Building Maintenance & Operations	-	-	607,851	735,010
<b>Total Internal Service Funds</b>	<b>\$ 2,930,380</b>	<b>\$ 2,792,988</b>	<b>\$ 6,554,535</b>	<b>\$ 6,609,306</b>
Successor Agency	\$ 6,583,807	\$ 3,496,549	\$ 3,132,333	\$ 5,046,426
<b>Total Private Purpose Trust Fund</b>	<b>\$ 6,583,807</b>	<b>\$ 3,496,549</b>	<b>\$ 3,132,333</b>	<b>\$ 5,046,426</b>
<b>Grand Total</b>	<b>\$ 91,727,414</b>	<b>\$ 95,352,933</b>	<b>\$ 100,108,591</b>	<b>\$ 104,259,841</b>

\* Animal Services was determined to not be an Enterprise Fund and Traffic Safety Fund activity was determined to not be special revenue, so the activity was combined with the General Fund only for Budget FY16.

# 2015-2016 SCHEDULE OF REVENUE DETAIL BY FUND

		2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Adopted
<b>General Fund</b>					
3001	Current Secured Tax	\$ 10,113,765	\$ 15,996,876	\$ 11,039,400	\$ 11,116,466
3001	Property Tax (In-Lieu)	5,851,361		6,197,150	6,642,739
3002	Current Unsecured Tax	426,157	442,668	443,200	430,000
3003	Aircraft Taxes	50,314	58,914	56,570	49,315
3004	Prior Year Collections	389,179	812,656	404,750	400,000
3005	Current Supplemental	45,425	91,157	-	15,000
3006	Homeowner Property Tax Relief	137,443	136,891	135,000	130,000
3009	Weed Abatement Assessment	22,248	14,672	12,500	16,320
3010	SB2557 Property Tax Admin Fee	-	(127,867)	(170,000)	-
<b>Revenue from Property Tax</b>		<b>\$ 17,035,892</b>	<b>\$ 17,425,967</b>	<b>\$ 18,118,570</b>	<b>\$ 18,799,840</b>
3101	Sales and Use Tax	\$ 7,594,514	\$ 8,683,590	\$ 8,753,320	\$ 12,062,941
3101	Sales and Use Tax (In-Lieu)	2,572,965	2,599,240	3,119,160	1,608,059
3102	Business License Tax	814,383	870,394	800,000	820,000
3103	Rock Extraction Tax	202,554	221,067	190,000	220,000
3104	Transient Occupancy Tax	87,947	138,500	89,710	140,000
3105	Real Property Transfer Tax	243,854	304,386	248,730	240,000
3110	Disability Access Fee	3,791	3,001	3,870	3,064
3121	Franchise Tax and Peg Fees	1,236,293	1,308,289	1,261,020	1,230,000
<b>Revenue from Other Taxes</b>		<b>\$ 12,756,301</b>	<b>\$ 14,128,467</b>	<b>\$ 14,465,810</b>	<b>\$ 16,324,064</b>
3201	Building Permits	\$ 258,393	\$ 371,115	\$ 344,000	\$ 410,000
3202	Plumbing Permits	59,477	90,481	64,328	75,000
3203	Electrical Permits	71,584	109,537	86,000	86,000
3204	Heating & Cooling Permits	47,672	69,280	74,992	60,000
3205	Public Works Construction Permits	70,300	40,803	35,000	30,000
3206	Grading Permits	3,333	2,895	2,000	2,000
3207	Wall Permits	15,433	13,635	25,800	15,000
3208	Roofing Permits	50,796	45,180	64,328	45,000
3222	Yard Sale Permits	5,940	5,296	300	3,000
3223	Alarm Permits	2,061	1,795	2,000	-
3215	Other Permits	1,714	14,763	14,900	7,000
3216	Bicycle Licenses	110	63	60	60
3217	Animal Licenses	-	-	-	175,000
<b>Revenue from Licenses &amp; Permits</b>		<b>\$ 586,813</b>	<b>\$ 764,843</b>	<b>\$ 713,708</b>	<b>\$ 908,060</b>
3401	Trailer Coach in Lieu Tax	\$ 119,094	\$ 170,166	\$ 118,000	\$ 150,000
3402	State Mandated Costs	38,876	47,278	38,000	38,000
3403	Motor Vehicle in Lieu Tax	32,288	-	-	-
3421	Police Officer Standard Training	139,379	34,735	40,000	-
3424	OTS-TOP Local Revenue	-	2,300	-	-
3429	AB 26 Reimbursements	712,539	1,179,128	700,000	700,000
3482	State Literacy Program	29,939	19,756	10,000	10,000
<b>Revenue from Other Governments</b>		<b>\$ 1,072,115</b>	<b>\$ 1,453,363</b>	<b>\$ 906,000</b>	<b>\$ 898,000</b>
3601	Finance Department Fees	\$ 34,249	\$ 33,483	\$ 30,000	\$ 30,000
3602	City Clerk Fees	1,496	3,538	4,000	1,000
3603	Damage to City Property	12,635	5,765	-	-
3611	Planning - Department Fees	119,099	287,399	120,000	120,000
3613	Planning - Deposit Fees	-	-	80,000	80,000
3614	Building - Plan Check Fees	139,599	190,334	172,000	155,000
3615	Building - Department Fees	3,612	7,966	1,032	3,000
3616	Building - Special Inspection Fees	531	410	10,664	500

# 2015-2016 SCHEDULE OF REVENUE DETAIL BY FUND

		2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Adopted
3622	Police - Department Fees	100,339	119,821	104,000	130,000
3623	Police - Special Service Fees	22,577	34,414	20,000	20,000
3624	Animal Services - Animal Impounds	-	-	-	21,000
3625	Animal Services - Animal Adoptions	-	-	-	43,000
3626	Police - 30 Day Vehicle Impound Fee	298,228	396,592	260,000	260,000
3627	Police - School Resources Officer	56,262	52,637	52,976	61,476
3628	Police - Emergency Response	3,846	-	4,000	4,000
3629	Animal Services - Spay/Neuter Fees	-	-	-	120,000
3630	Animal Services - Animal Control Fees	-	-	-	10,000
3635	Fire - Department Fees	113,241	131,758	75,000	100,000
3638	Fire - Emergency Response	53,904	31,375	50,000	11,828
3640	Fire - Permit Fees	85,846	145,420	115,000	115,000
3641	Fire - Air Ambulance	1,184,702	1,317,809	1,525,210	1,525,210
3642	Fire Merger Reimbursement	-	73,877	132,000	140,000
3645	Public Works - Department Fees	169,305	262,968	110,000	148,808
3646	Public Works - Engr Map & Plan Check Fees	135,910	240,316	150,000	80,000
3655	Recreation - Recreation Program Fees	11,566	13,588	12,000	13,000
3656	Recreation - Youth Sports	74,609	76,710	73,200	87,500
3657	Recreation - User Fees	296,179	283,905	275,000	300,000
3658	Recreation - Special Events	80,593	51,930	51,000	46,500
3659	Senior Center Program Fees	6,782	5,150	5,000	5,000
3660	Youth Partnership Program	14,792	20,939	32,000	40,000
3661	ACCESS Program	500,500	469,208	491,500	491,500
3665	Library - Photocopy Revenue	7,229	7,339	6,500	7,000
3666	Library - Audio/Visual Fees	7,995	7,402	7,000	-
3667	Landecena - Program Fees	1,495	3,015	5,000	-
3668	Library - Department Fees	8,309	-	8,500	-
3679	Library - Passport Services	22,658	29,629	21,000	27,400
3680	User Dept- OPEB	69,810	70,462	73,822	81,934
<b>Revenue from Charges for Service</b>		<b>\$ 3,637,898</b>	<b>\$ 4,375,159</b>	<b>\$ 4,077,404</b>	<b>\$ 4,279,656</b>
3701	Non-Vehicle Code Fines	\$ 1,744	\$ 855	\$ 1,000	\$ 1,000
3702	Vehicle Code Fines	283,570	284,217	281,000	260,000
3703	Red Light Code Fines	15,190	19,258	3,444	-
3704	Muni Code - Code Enforcement Fines	500	16,397	2,000	20,000
3705	Muni Code - Animal Fines	-	-	-	30,000
3706	Muni Code - Parking Citation Fines	52,738	60,127	40,000	40,000
3707	Muni Code - Business License Fines	52,970	50,972	45,000	45,000
3708	Muni Code - False Alarm Fines	62,761	70,637	70,000	70,000
3709	Muni Code - Library Fines	30,916	30,818	30,000	30,000
<b>Revenue from Fines &amp; Forfeitures</b>		<b>\$ 500,389</b>	<b>\$ 533,281</b>	<b>\$ 472,444</b>	<b>\$ 496,000</b>
3801	Interest Earnings	\$ (648)	\$ 38,704	\$ -	\$ 28,280
3802	Lease of City Property	411,351	456,020	427,085	436,044
3803	Rents - Recreation	27,425	32,399	27,000	30,000
3804	Rents - Park Sites	45,312	44,681	35,000	40,000
3807	Rents - Library	4,055	-	4,800	4,500
3814	City Stop Sales	323	75	300	300
<b>Revenue from Use of Money &amp; Property</b>		<b>\$ 487,818</b>	<b>\$ 571,879</b>	<b>\$ 494,185</b>	<b>\$ 539,124</b>

## 2015-2016 SCHEDULE OF REVENUE DETAIL BY FUND

		2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Adopted
3902	Lease Proceeds	\$ 178,431	\$ 145,000	\$ -	\$ -
3904	Donations - General	8,237	13,051	-	-
3906	Donation - Library/Literacy	12,931	19,272	-	-
3908	Miscellaneous Reimbursements	284,387	3,547,128	26,250	22,000
3909	Other Revenue	163,586	23,807	-	-
3910	Water - Administrative Service Fee	808,377	887,004	929,670	916,604
3911	Solid Waste - Administrative Service Fee	306,699	308,034	323,826	331,296
3912	Sewer - Administrative Service Fee	157,059	159,884	174,328	194,848
3913	Cash- Over/ Short	(214)	131	-	-
3915	Donations - Animal	-	-	-	30,000
3916	Miscellaneous Reimbursements - Animal	-	-	-	7,200
<b>Other Revenue</b>		<b>\$ 1,919,493</b>	<b>\$ 5,103,311</b>	<b>\$ 1,454,074</b>	<b>\$ 1,501,948</b>
<b>Total General Fund</b>		<b>\$ 37,996,719</b>	<b>\$ 44,356,270</b>	<b>\$ 40,702,195</b>	<b>\$ 43,746,692</b>
<b>Housing Fund</b>					
3801	Interest Earnings	\$ 2,099	\$ 9,902	\$ -	\$ 3,000
3805	Rents- Apartment	3,105,887	3,203,772	2,981,060	3,189,732
3908	Miscellaneous Reimbursements	-	2,944	3,240	3,240
3909	Other Revenue	127,086	124,211	50,000	50,000
<b>Total Housing Fund</b>		<b>\$ 3,235,072</b>	<b>\$ 3,340,829</b>	<b>\$ 3,034,300</b>	<b>\$ 3,245,972</b>
<b>Public Safety Augmentation Fund</b>					
3106	Sales Tax- Prop 172	\$ 727,475	\$ 768,385	\$ 725,000	\$ 815,000
3801	Interest Earnings	(73)	-	-	-
<b>Total Public Safety Augmentation Fund</b>		<b>\$ 727,402</b>	<b>\$ 768,385</b>	<b>\$ 725,000</b>	<b>\$ 815,000</b>
<b>Gas Tax Fund</b>					
3450	Gas Tax Apportionment - 2107.5	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
3451	Gas Tax Apportionment - 2106	241,364	247,278	289,339	215,751
3452	Gas Tax Apportionment - 2107	539,588	548,700	499,252	597,656
3453	Gas Tax Apportionment - 2105	329,290	512,931	365,623	434,811
3456	Gas Tax Apportionment - 2103	597,909	1,050,710	795,591	790,493
3801	Interest Earnings	10,137	3,882	10,000	-
3909	Other Revenue	50	-	-	-
<b>Total Gas Tax Fund</b>		<b>\$ 1,725,838</b>	<b>\$ 2,371,001</b>	<b>\$ 1,967,305</b>	<b>\$ 2,046,211</b>
<b>Measure I Fund</b>					
3501	Measure I Apportionment	\$ 1,083,572	\$ 1,116,906	\$ 1,000,000	\$ 1,000,000
3801	Interest Earnings	2,863	1,616	1,000	-
3909	Other Revenue	240	440	-	-
<b>Total Measure I Fund</b>		<b>\$ 1,086,675</b>	<b>\$ 1,118,962</b>	<b>\$ 1,001,000</b>	<b>\$ 1,000,000</b>
<b>HOME Investment Partnership Program Fund</b>					
331X	HOME Program Apportionment	\$ -	\$ -	\$ 700,000	\$ 682,500
3801	Interest Earnings	1,460	304	-	-
3909	Other Revenue	185,431	102,062	67,500	-
3921	Program Income- Admin 10%	20,604	7,397	7,500	1,913
3925	Program Income Revenue - Rental Rehab	-	-	-	17,217
<b>Total HOME Fund</b>		<b>\$ 207,495</b>	<b>\$ 109,763</b>	<b>\$ 775,000</b>	<b>\$ 701,630</b>

## 2015-2016 SCHEDULE OF REVENUE DETAIL BY FUND

		2012-13 Actual		2013-14 Actual		2014-15 Adopted		2015-16 Adopted
<b>Community Development Block Grant Fund</b>								
3310	CDBG Apportionment	\$	851,346	\$	512,129	\$	528,847	\$ 546,540
3909	Other Revenue		-		270		-	-
<b>Total Community Development Block Grant Fund</b>		<b>\$</b>	<b>851,346</b>	<b>\$</b>	<b>512,399</b>	<b>\$</b>	<b>528,847</b>	<b>\$ 546,540</b>
<b>Parking Business Improvement Area Fund</b>								
3108	Park & Bus Imp Tax- Zone A	\$	26,793	\$	38,902	\$	27,000	\$ 27,000
3109	Park & Bus Imp Tax- Zone B		5,907		6,790		6,000	6,000
3801	Interest Earnings		267		63		-	-
3909	Other Revenue		-		-		-	-
<b>Total Parking Business Improvement Area Fund</b>		<b>\$</b>	<b>32,967</b>	<b>\$</b>	<b>45,755</b>	<b>\$</b>	<b>33,000</b>	<b>\$ 33,000</b>
<b>Air Quality Management District Fund</b>								
3502	Motor Vehicle AB2766 Fees	\$	89,953	\$	92,931	\$	92,000	\$ 94,000
3801	Interest Earnings		232		24		-	-
<b>Total Air Quality Management District Fund</b>		<b>\$</b>	<b>90,185</b>	<b>\$</b>	<b>92,955</b>	<b>\$</b>	<b>92,000</b>	<b>\$ 94,000</b>
<b>Homeland Security Grants Fund - PD</b>								
3427	Homeland Security Grants - PD	\$	15,745	\$	41,302	\$	-	\$ -
3428	911 Grant		-		-		-	-
<b>Total Homeland Security Grants Fund - PD</b>		<b>\$</b>	<b>15,745</b>	<b>\$</b>	<b>41,302</b>	<b>\$</b>	<b>-</b>	<b>\$ -</b>
<b>Proposition 30 Fund</b>								
3420	Proposition 30 Allocation	\$	-	\$	151,840	\$	75,920	\$ 75,000
3801	Interest Earnings		-		234		-	-
<b>Total Proposition 30 Fund</b>		<b>\$</b>	<b>-</b>	<b>\$</b>	<b>152,074</b>	<b>\$</b>	<b>75,920</b>	<b>\$ 75,000</b>
<b>COPS Fund</b>								
3423	COPS Allocation	\$	111,256	\$	130,463	\$	119,000	\$ 100,000
3801	Interest Earnings		1,064		288		-	-
<b>Total COPS Fund</b>		<b>\$</b>	<b>112,320</b>	<b>\$</b>	<b>130,751</b>	<b>\$</b>	<b>119,000</b>	<b>\$ 100,000</b>
<b>Other Grants Fund</b>								
3481	Public Library Funding	\$	8,629	\$	1,370	\$	-	\$ -
3504	County Literacy Grant		9,988		-		-	-
3505	County Library Grant		14,021		-		-	-
3506	County Fire Grant		12,679		2,143		-	-
3507	County Gazebo Grant		41,747		7,197		-	-
3508	Future Force Grant - Library		-		10,000		-	-
3801	Interest Earnings		-		(40)		-	-
3908	Miscellaneous Reimbursements		-		-		-	-
3909	Other Revenue		-		-		-	-
<b>Total Other Grants Fund</b>		<b>\$</b>	<b>87,064</b>	<b>\$</b>	<b>20,670</b>	<b>\$</b>	<b>-</b>	<b>\$ -</b>
<b>Office of Traffic Safety Fund</b>								
3419	OTS-Alcohol Beverage Control	\$	-	\$	5,097	\$	-	\$ -
3426	OTS-Other Grants		94,518		49,112		-	-
3432	OTS-Sobriety Checkpoint Grants		-		42,994		-	-
3433	OTS-Avoid the 25 Grants		-		7,888		-	-
<b>Total Office of Traffic Safety Fund</b>		<b>\$</b>	<b>94,518</b>	<b>\$</b>	<b>105,091</b>	<b>\$</b>	<b>-</b>	<b>\$ -</b>

## 2015-2016 SCHEDULE OF REVENUE DETAIL BY FUND

		2012-13 Actual		2013-14 Actual		2014-15 Adopted		2015-16 Adopted
<b>Local Law Enforcement Block Grants Fund</b>								
3302	Byrne Justice Asst Grant 2009	\$	-	\$	-	\$	-	-
3322	Local Law Enforcement Block Grant		10,670		-		-	-
3434	JAG Grants		-		82		-	-
3801	Interest Earnings		318		40		-	-
<b>Total Local Law Enforcement Block Grants Fund</b>		<b>\$</b>	<b>10,988</b>	<b>\$</b>	<b>122</b>	<b>\$</b>	<b>-</b>	<b>\$</b>
<b>Asset Forfeiture Fund</b>								
3321	H&S Police Forfeiture	\$	173,079	\$	2,580	\$	10,000	\$
3422	Asset Forfeiture - State		-		5,909		-	-
3435	Asset Forfeiture - Federal		-		20,312		-	-
3801	Interest Earnings		1,573		305		-	-
<b>Total Asset Forfeiture Fund</b>		<b>\$</b>	<b>174,652</b>	<b>\$</b>	<b>29,106</b>	<b>\$</b>	<b>10,000</b>	<b>\$</b>
<b>Homeland Security Grants Fund - Fire</b>								
3425	St Homeland Security Grant Program	\$	18,608	\$	4,231	\$	-	\$
3908	Miscellaneous Reimbursements		-		8,299		-	-
<b>Total Homeland Security Grants Fund - Fire</b>		<b>\$</b>	<b>18,608</b>	<b>\$</b>	<b>12,530</b>	<b>\$</b>	<b>-</b>	<b>\$</b>
<b>CalHOME Investment Partnership Program Fund</b>								
3314	CalHOME - State Project Reimbursement	\$	246,760	\$	117,137	\$	1,000,000	\$
3XXX	CalHOME - Program Income		4,000		19,498		-	5,000
3801	Interest Earnings		-		4,068		-	-
<b>Total CalHOME Fund</b>		<b>\$</b>	<b>250,760</b>	<b>\$</b>	<b>140,703</b>	<b>\$</b>	<b>1,000,000</b>	<b>\$</b>
<b>Public Financing Authority Fund</b>								
3801	Interest Earnings	\$	112	\$	92	\$	-	\$
<b>Total Public Financing Authority Fund</b>		<b>\$</b>	<b>112</b>	<b>\$</b>	<b>92</b>	<b>\$</b>	<b>-</b>	<b>\$</b>
<b>General Capital Improvements Fund</b>								
3219	General Capital Impact Fee	\$	17,857	\$	24,127	\$	205,000	\$
3220	Fire Capital Impact Fee		12,182		15,381		112,000	29,080
3221	Police Capital Impact Fee		16,238		21,946		185,000	51,890
3801	Interest Earnings		(164)		453,249		-	-
3908	Miscellaneous Reimbursements		608,221		-		356,725	-
3909	Other Revenue		46,500		-		-	-
<b>Total General Capital Improvements Fund</b>		<b>\$</b>	<b>700,834</b>	<b>\$</b>	<b>514,703</b>	<b>\$</b>	<b>858,725</b>	<b>\$</b>
<b>Park Acquisition &amp; Development Fund</b>								
3107	Construction Tax	\$	204,164	\$	224,700	\$	500,000	\$
3801	Interest Earnings		3,323		764		3,000	-
3909	Other Revenue		-		-		-	-
<b>Total Park Acquisition &amp; Development Fund</b>		<b>\$</b>	<b>207,487</b>	<b>\$</b>	<b>225,464</b>	<b>\$</b>	<b>503,000</b>	<b>\$</b>
<b>Storm Drain Development Fund</b>								
3211	Storm Drain Permits	\$	280,643	\$	141,738	\$	700,000	\$
3801	Interest Earnings		2,200		919		2,000	-
3902	Lease Proceeds		38,705		83,622		66,617	-
3908	Miscellaneous Reimbursements		211,500		-		-	-
<b>Total Storm Drain Development Fund</b>		<b>\$</b>	<b>533,048</b>	<b>\$</b>	<b>226,279</b>	<b>\$</b>	<b>768,617</b>	<b>\$</b>



## 2015-2016 SCHEDULE OF REVENUE DETAIL BY FUND

		2012-13		2013-14		2014-15		2015-16	
		Actual		Actual		Adopted		Adopted	
Street & Traffic Facility Development Fund									
3212	Street & Traffic Facility Permits	\$	87,659	\$	102,207	\$	665,000	\$	53,713
3801	Interest Earnings		2,245		9		2,000		-
3908	Miscellaneous Reimbursements		177,805		-		-		-
Total Street & Traffic Facility Development Fund		\$	267,709	\$	102,216	\$	667,000	\$	53,713
Street & Alley Repairs Fund									
3225	Street & Alley - Burrtec		-		-		-		200,000
Total Street & Alley Repairs Fund		\$	-	\$	-	\$	-	\$	200,000
Water Utility Fund									
3214	Water Construction Permits	\$	112,409	\$	123,721	\$	100,000	\$	199,623
3681	Water Sales - Metered		15,362,551		16,688,476		18,285,000		18,285,000
3682	Water Sales - Flat Rate		392,661		230,404		250,000		100,000
3688	Water Sales - Recycled		76,696		263,625		470,000		470,000
3690	Water Connection Fee		67,890		87,013		100,000		100,000
3691	Water Meter Installation		33,065		29,350		25,000		25,000
3710	Municipal Code - Late Charges		215,145		215,807		190,000		200,000
3801	Interest Earnings		22,176		6,167		10,000		10,000
3908	Miscellaneous Reimbursements		230,282		203,784		-		-
3909	Other Revenue		833,792		342,163		520,000		280,000
Total Water Utility Fund		\$	17,346,667	\$	18,190,510	\$	19,950,000	\$	19,669,623
Solid Waste Utility Fund									
3351	Beverage Recycling Grant	\$	3,588	\$	3,000	\$	19,564	\$	-
3352	Used Oil Block Grant		7,846		20,220		-		-
3685	Solid Waste - Residential		4,015,701		4,071,422		4,330,000		4,284,000
3686	Solid Waste - Non-Residential		5,518,926		5,520,443		5,770,000		5,916,000
3689	HHW Transfer In		-		-		-		153,000
3801	Interest Earnings		(771)		10,478		-		-
3909	Other Revenue		500		499		-		-
Total Solid Waste Utility Fund		\$	9,545,790	\$	9,626,062	\$	10,119,564	\$	10,353,000
Sewer Utility Fund									
3210	Sanitary Sewer Permits - City	\$	151,202	\$	88,153	\$	218,000	\$	64,701
3213	Wastewater Permits		71,929		56,524		60,000		60,000
3683	Sewer Collection Charges		2,018,678		1,988,324		2,043,690		2,795,740
3684	Sewer Treatment - IEUA		3,944,548		4,239,069		4,662,360		5,166,430
3687	Sewer Connection Fees		32,520		16,658		20,000		18,300
3693	Stormwater Service Fees		28		168		-		-
3694	Sewer - Pass - Thru - Montclair		507		475		500		490
3695	Sewer - Pass - Thru - Ontario		38,010		37,448		32,500		35,000
3696	Sewer - Pass - Thru - La County		12,038		11,975		12,000		11,990
3801	Interest Earnings		31,386		11,904		-		-
3901	Sale of Assets		25,254		-		-		-
3908	Miscellaneous Reimbursements		-		50		-		-
3909	Other Revenue		(183)		(6,021)		-		-
Total Sewer Utility Fund		\$	6,325,917	\$	6,444,727	\$	7,049,050	\$	8,152,651

## 2015-2016 SCHEDULE OF REVENUE DETAIL BY FUND

		2012-13		2013-14		2014-15		2015-16	
		Actual		Actual		Adopted		Adopted	
647 - Animal Services Fund									
3217	Animal Licenses	\$	215,342	\$	173,440	\$	200,000	\$	-
3624	Animal Services - Animal Impounds		23,867		21,302		25,000		-
3625	Animal Services - Animal Adoptions		45,643		39,082		45,000		-
3629	Animal Services - Spay/Neuter Fees		93,179		63,866		90,000		-
3630	Animal Services - Animal Control Fees		2,730		12,170		10,000		-
3631	Animal Services - Store Sales		3,123		2,770		-		-
3705	Muni Code - Animal Fines		33,670		28,046		35,000		-
3904	Donations - General		143,499		41,225		30,000		-
3908	Miscellaneous Reimbursements		6,256		2,773		7,200		-
Total Animal Services Fund		\$	567,309	\$	384,676	\$	442,200	\$	-
Self-Funded Insurance Fund									
3603	Damage to City Property	\$	-	\$	200	\$	-	\$	-
3671	User Departments - Workers Compensation		829,350		1,040,840		1,363,924		1,475,008
3672	User Departments - Unemployment		42,900		72,520		-		-
3673	User Departments - Long-term Disability		55,490		52,220		-		-
3674	User Departments - Liability		1,164,940		1,410,340		2,221,225		2,274,992
3675	User Departments - Loss Prevention		126,720		119,150		-		-
3908	Miscellaneous Reimbursements		634,712		60,729		-		-
3909	Other Revenue		7,851		574		-		-
Total Self-Funded Insurance Fund		\$	2,861,963	\$	2,756,573	\$	3,585,149	\$	3,750,000
Fleet Management Fund									
3676	User Departments - Vehicle Replacement	\$	-	\$	-	\$	483,923	\$	560,427
3801	Interest Earnings		(521)		111		-		-
3901	Sale of Assets		68,938		36,304		-		-
3909	Other Revenue				-		-		-
3662	Replacement Charges								184,940
Total Fleet Management Fund		\$	68,417	\$	36,415	\$	483,923	\$	745,367
Information Systems Fund									
3125	PEG Fees	\$	-	\$	-	\$	-	\$	120,000
3669	User Departments - Information Systems		-		-		1,877,612		1,208,929
3662	Replacement Charges		-		-		-		50,000
Total Information Systems Fund		\$	-	\$	-	\$	1,877,612	\$	1,378,929
Building Maintenance & Operations Fund									
3670	User Departments - Building Main & Operations	\$	-	\$	-	\$	607,851	\$	735,010
Total Building Maintenance & Operations Fund		\$	-	\$	-	\$	607,851	\$	735,010
Successor Agency Fund									
3430	SA Administrative Allowance	\$	296,500	\$	112,473	\$	250,000	\$	250,000
3431	SA RPTTF		6,152,970		3,334,493		2,864,333		4,777,393
3801	Interest Earnings		105,959		29,124		-		-
3802	Rents General		19,543		18,300		18,000		19,033
3908	Miscellaneous Reimbursements		8,272		2,159		-		-
3909	Other Revenue		563		-		-		-
Total Successor Agency Fund		\$	6,583,807	\$	3,496,549	\$	3,132,333	\$	5,046,426
Grand Total		\$	91,727,414	\$	95,352,933	\$	100,108,591	\$	104,259,841

## 2015-2016 SCHEDULE OF EXPENDITURES BY FUND

	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Adopted
<b>General Fund *</b>	<b>\$ 40,638,108</b>	<b>\$ 38,923,451</b>	<b>\$ 41,238,956</b>	<b>\$ 42,891,550</b>
Housing	\$ 2,569,160	\$ 2,608,833	\$ 4,984,900	\$ 5,102,267
Public Safety Augmentation	727,475	768,740	725,000	815,000
Gas Tax	1,276,621	88,704	4,133,002	6,827,212
Measure I	1,108,826	491,797	2,195,000	2,840,407
HOME Investment Partnership Program	36,475	48,243	980,000	1,322,500
Community Development Block Grant	851,346	512,130	559,026	744,382
Parking Business Improvement Area	-	5,840	30,000	30,000
Air Quality Management District	41,301	39,362	150,507	96,510
Homeland Security Grants - PD	8,299	75,692	-	-
Prop 30	-	75,920	-	103,000
COPS	60,566	153,829	119,000	375,025
Other Grants	138,386	13,764	-	-
Office of Traffic Safety	64,740	101,681	-	-
Local Law Enforcement Block Grant	10,835	3,680	-	-
Asset Forfeiture	67,819	29,432	10,200	10,200
Homeland Security Grants - Fire	19,166	3,488	-	-
CalHOME	294,079	175,504	1,000,000	886,000
<b>Total Special Revenue Funds</b>	<b>\$ 7,275,094</b>	<b>\$ 5,196,639</b>	<b>\$ 14,886,635</b>	<b>\$ 19,152,503</b>
Public Financing Authority	\$ 261,830	\$ 261,940	\$ 266,675	\$ 266,135
<b>Total Debt Service Fund</b>	<b>\$ 261,830</b>	<b>\$ 261,940</b>	<b>\$ 266,675</b>	<b>\$ 266,135</b>
General Capital Improvements	\$ 1,841,617	\$ 148,403	\$ 754,718	\$ 247,807
Park Acquisition & Development	144,890	28,876	469,190	517,936
Storm Drain Development	813,875	29,166	459,770	451,748
Street & Traffic Facility Development	1,171,437	182,491	150,000	150,000
Street & Alley Repairs	-	-	-	200,000
<b>Total Capital Project Funds</b>	<b>\$ 3,971,819</b>	<b>\$ 388,936</b>	<b>\$ 1,833,678</b>	<b>\$ 1,567,491</b>
Water Utility	\$ 17,915,617	\$ 17,897,290	\$ 26,728,459	\$ 27,544,948
Solid Waste Utility	9,254,261	9,321,918	9,992,974	9,962,339
Sewer Utility	5,791,387	5,936,004	9,058,728	9,815,076
<b>Total Enterprise Funds</b>	<b>\$ 32,961,265</b>	<b>\$ 33,155,212</b>	<b>\$ 45,780,161</b>	<b>\$ 47,322,363</b>
Self-Funded Insurance	\$ 4,502,192	\$ 2,834,793	\$ 3,585,149	\$ 3,750,000
Fleet Management	-	15,586	483,923	705,078
Information Systems	-	-	1,877,612	1,272,730
Building Maintenance & Operations	-	-	607,851	735,010
<b>Total Internal Service Funds</b>	<b>\$ 4,502,192</b>	<b>\$ 2,850,379</b>	<b>\$ 6,554,535</b>	<b>\$ 6,462,818</b>
Successor Agency	\$ 2,425,982	\$ 743,431	\$ 3,860,344	\$ 5,046,426
<b>Total Private Purpose Trust Fund</b>	<b>\$ 2,425,982</b>	<b>\$ 743,431</b>	<b>\$ 3,860,344</b>	<b>\$ 5,046,426</b>
<b>Grand Total</b>	<b>\$ 92,036,290</b>	<b>\$ 81,519,988</b>	<b>\$ 114,420,984</b>	<b>\$ 122,709,286</b>

\* Animal Services was determined to not be an Enterprise Fund and Traffic Safety Fund activity was determined to not be special revenue, so the activity was combined with the General Fund.

# 2015-2016 SCHEDULE OF EXPENDITURES BY FUND & CATEGORY

	Salaries & Benefits	Maintenance & Operations	Capital Projects & Equipment	Total
<b>General Fund</b>	<b>\$ 27,842,182</b>	<b>\$ 14,969,368</b>	<b>\$ 80,000</b>	<b>\$ 42,891,550</b>
Housing	\$ 806,831	\$ 3,720,436	\$ 575,000	\$ 5,102,267
Public Safety Augmentation	815,000	-	-	815,000
Gas Tax	-	2,500	6,824,712	6,827,212
Measure I	-	-	2,840,407	2,840,407
HOME Investment Partnership Program	-	1,322,500	-	1,322,500
Community Development Block Grant	153,871	107,074	483,437	744,382
Parking Business Improvement Area	-	30,000	-	30,000
Air Quality Management District	4,700	31,810	60,000	96,510
Homeland Security Grants - PD	-	-	-	-
Prop 30	-	103,000	-	103,000
COPS	-	119,000	256,025	375,025
Other Grants	-	-	-	-
Office of Traffic Safety	-	-	-	-
Local Law Enforcement Block Grant	-	-	-	-
Asset Forfeiture	-	10,200	-	10,200
Homeland Security Grants - Fire	-	-	-	-
CalHOME	-	886,000	-	886,000
<b>Total Special Revenue Funds</b>	<b>\$ 1,780,402</b>	<b>\$ 6,332,520</b>	<b>\$ 11,039,581</b>	<b>\$ 19,152,503</b>
Public Financing Authority	\$ -	\$ 266,135	\$ -	\$ 266,135
<b>Total Debt Service Fund</b>	<b>\$ -</b>	<b>\$ 266,135</b>	<b>\$ -</b>	<b>\$ 266,135</b>
General Capital Improvements	\$ -	\$ -	\$ 247,807	\$ 247,807
Park Acquisition & Development	-	-	517,936	517,936
Storm Drain Development	-	-	451,748	451,748
Street & Traffic Facility Development	-	-	150,000	150,000
Street & Alley Repairs	-	-	200,000	200,000
<b>Total Capital Project Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,567,491</b>	<b>\$ 1,567,491</b>
Water Utility	\$ 2,912,065	\$ 17,552,258	\$ 7,080,625	\$ 27,544,948
Solid Waste Utility	285,169	9,677,170	-	9,962,339
Sewer Utility	1,183,740	7,194,836	1,436,500	9,815,076
<b>Total Enterprise Funds</b>	<b>\$ 4,380,974</b>	<b>\$ 34,424,264</b>	<b>\$ 8,517,125</b>	<b>\$ 47,322,363</b>
Self-Funded Insurance	\$ 245,044	\$ 3,504,956	\$ -	\$ 3,750,000
Fleet Management	311,128	247,950	146,000	705,078
Information Systems	294,873	874,857	103,000	1,272,730
Building Maintenance & Operations	336,365	398,645	-	735,010
<b>Total Internal Service Funds</b>	<b>\$ 1,187,410</b>	<b>\$ 5,026,408</b>	<b>\$ 249,000</b>	<b>\$ 6,462,818</b>
Successor Agency	\$ 225,055	\$ 4,821,371	\$ -	\$ 5,046,426
<b>Total Private Purpose Trust Fund</b>	<b>\$ 225,055</b>	<b>\$ 4,821,371</b>	<b>\$ -</b>	<b>\$ 5,046,426</b>
<b>Grand Total</b>	<b>\$ 35,416,023</b>	<b>\$ 65,840,066</b>	<b>\$ 21,453,197</b>	<b>\$ 122,709,286</b>

## 2015-2016 EXPENDITURES BY DEPARTMENT PROGRAM

	2012-13		2013-14		2014-15		2015-16	
	Actual		Actual		Adopted		Adopted	
General Government								
City Council	\$	173,816	\$	178,733	\$	152,586	\$	111,874
City Treasurer		13,613		13,485		15,355		15,632
Administration		509,571		731,392		509,670		680,837
Total General Government	\$	697,000	\$	923,610	\$	677,611	\$	808,343
Administrative Services								
Finance	\$	1,544,274	\$	1,613,654	\$	1,984,056	\$	1,901,547
Information Technology		161,518		112,819		1,877,612		1,272,730
Human Resources		504,202		503,203		624,324		517,887
Risk Management		4,502,192		2,834,793		3,585,149		3,750,000
City Attorney		133,310		262,462		350,000		350,000
City Clerk		452,734		400,127		316,381		246,665
Non-Departmental		1,206,429		1,160,050		-		-
Total Administrative Services	\$	8,504,659	\$	6,887,108	\$	8,737,522	\$	8,038,829
Development Services								
Building & Safety	\$	678,131	\$	735,396	\$	666,368	\$	703,551
Weed Abatement		29,351		41,548		45,481		48,239
Economic Development		-		-		62,000		140,537
Planning Commission		5,186		7,352		12,740		12,740
Planning		522,395		599,371		521,251		538,763
Housing		2,569,160		2,608,833		4,984,900		5,102,267
CBDG		851,346		512,130		559,026		744,382
HOME Program		36,475		48,243		980,000		1,322,500
CalHOME Program		294,079		175,504		1,000,000		886,000
PBIA		-		5,840		30,000		30,000
Successor Agency		2,425,982		743,431		3,860,344		5,046,426
Total Development Services	\$	7,412,105	\$	5,477,648	\$	12,722,110	\$	14,575,405
Fire								
Administration	\$	1,046,720	\$	1,566,094	\$	2,596,421	\$	1,868,398
Fire Reserves		3,494		-		250		6,631
Fire Station I		2,124,419		2,221,654		1,685,071		1,805,426
Fire Station II		1,675,959		1,563,676		1,546,941		1,675,028
Fire Station III		1,507,374		1,462,524		1,554,947		1,673,185
Fire Station IV		1,760,794		1,570,480		1,592,397		1,749,728
Emergency Medical Services		77,854		129,835		123,641		149,540
Special Operations		19,053		7,892		33,758		37,099
Air Ambulance		977,859		1,021,985		1,082,466		1,094,264
Historic Fire Station		4,338		6,212		16,972		19,202
Fire Prevention		218,888		225,569		258,782		248,336
Fire Training & Emergency		45,327		31,622		45,563		52,343
Fire Grants		41,096		5,631		-		-
Total Fire	\$	9,503,175	\$	9,813,174	\$	10,537,209	\$	10,379,180

## 2015-2016 EXPENDITURES BY DEPARTMENT PROGRAM

	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Adopted
<b>Police</b>				
Administration	\$ 3,138,462	\$ 3,068,722	\$ 3,573,077	\$ 4,342,660
Investigations	1,999,094	1,825,800	1,777,413	1,918,975
Community Relations	1,720	5,066	-	-
Patrol	11,378,662	10,573,340	11,076,538	11,613,761
Police Special Events & Community Outreach	20,949	19,974	14,405	17,282
Police Reserves	1,786	1,307	3,626	3,635
Code Enforcement	296,135	259,070	315,496	216,835
Police Grants	212,259	440,234	129,200	488,225
<b>Total Police</b>	<b>\$ 17,049,067</b>	<b>\$ 16,193,513</b>	<b>\$ 16,889,755</b>	<b>\$ 18,601,373</b>
<b>Public Works</b>				
Public Works Administration	\$ 331,707	\$ 284,309	\$ 451,077	\$ 290,526
Engineering Administration	43,275	94,618	295,319	263,974
Development/Traffic Engineering	307,105	290,614	355,955	404,667
Street Maintenance	796,071	684,802	453,943	499,330
Street Sweeping	235,674	235,443	261,280	18,213
Sidewalk Maintenance	217,280	204,976	264,949	1,162,405
Street Lighting	803,686	800,988	862,353	871,432
Traffic Control	21,510	15,613	98,728	160,373
Traffic Facility Maintenance	164,753	170,707	206,000	206,300
Weed Abatement	24,213	17,847	31,525	28,368
Flood Control	7,462	2,309	18,986	17,775
Street Tree Maintenance	394,558	400,746	425,823	650,257
Public ROW Maintenance	569,957	641,170	538,128	541,467
Maintenance - Main Street	1,398	1,038	41,551	43,004
Maintenance - Metrolink	61,665	10,366	12,500	12,500
Damage to City Property	5,315	35,801	44,000	44,000
Park Maintenance	617,134	416	568,787	567,765
Sports Field Maintenance	137,498	-	218,058	229,889
Civic Center	410,082	-	192,288	207,615
Street Projects	2,385,447	580,501	6,328,002	9,667,619
General Capital Improvement	1,841,617	148,403	754,718	247,807
Park Acquisition & Development	144,890	28,876	469,190	517,936
Storm Drain Development	813,875	29,166	459,770	451,748
Street & Traffic Facility Development	1,171,437	182,491	150,000	150,000
Street & Alley Repairs	-	-	-	200,000
Water Utility	17,915,617	17,897,290	26,728,459	27,544,948
Solid Waste Utility	9,265,695	9,322,169	9,992,974	9,962,339
Sewer Utility	5,791,387	5,936,004	9,058,728	9,815,076
Fleet Management	123,748	165,509	483,923	705,078
Building Maintenance & Operations	-	-	607,851	735,010
<b>Total Public Works</b>	<b>\$ 44,604,056</b>	<b>\$ 38,182,172</b>	<b>\$ 60,374,865</b>	<b>\$ 66,217,421</b>

## 2015-2016 EXPENDITURES BY DEPARTMENT PROGRAM

	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Adopted
<b>Community Services</b>				
Recreation Administration	\$ 789,698	\$ 718,848	\$ 639,547	\$ 728,271
Recreation Classes	172,816	185,689	221,500	231,200
Recreation Facilities	55,794	8,617	27,247	41,647
Youth Programs/Sports	53,375	61,584	73,840	75,777
Senior Center	163,615	156,550	252,072	294,329
Special Events	70,850	63,986	66,107	58,328
Community Outreach Services	19,635	22,911	31,725	33,696
ACCESS Program	463,962	465,632	490,683	443,845
Landecena Center	17,946	13,086	17,102	17,640
Library	1,452,842	1,392,335	1,575,417	1,541,937
Carnegie Library Operation	16,529	13,386	32,973	41,445
Library Literacy Program	73,667	76,989	87,380	-
Passports	-	-	10,317	14,317
Animal Services	915,499	863,150	956,002	566,303
<b>Total Community Services</b>	<b>\$ 4,266,228</b>	<b>\$ 4,042,763</b>	<b>\$ 4,481,912</b>	<b>\$ 4,088,735</b>
<b>Grand Total</b>	<b>\$ 92,036,290</b>	<b>\$ 81,519,988</b>	<b>114,420,984</b>	<b>\$ 122,709,286</b>

## SUMMARY OF OPERATING TRANSFERS

Fund No.	Fund Name	Transfers In	Transfers Out
301	Public Financing Authority	\$ 266,135	
101	General Fund		\$ 266,135
	To fund debt service payment on Police Building bond issue.		
645	Sewer Utility	245,000	
641	Solid Waste Utility		245,000
	To transfer for landfill costs.		
<b>Total</b>		<b>\$ 511,135</b>	<b>\$ 511,135</b>



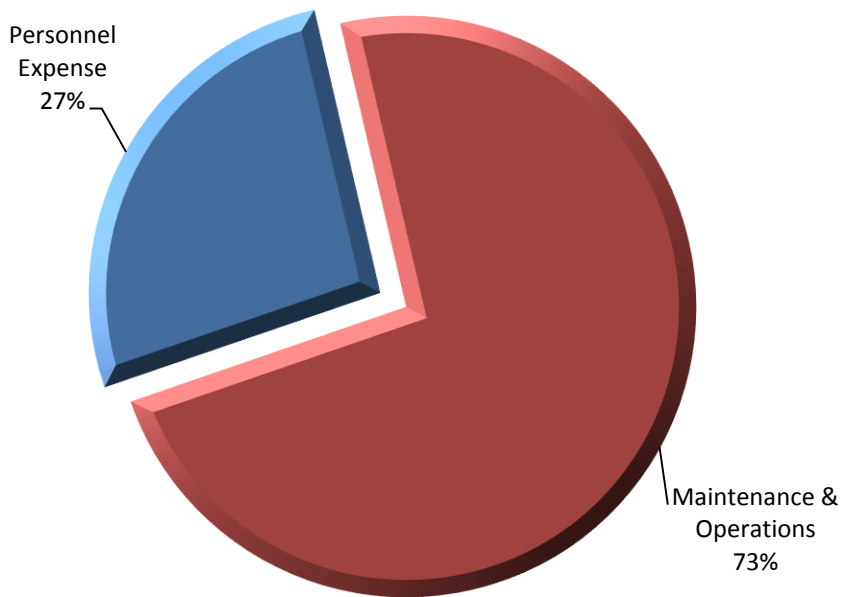
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# GENERAL GOVERNMENT

## MISSION STATEMENT

To provide accessible, proactive leadership and governance for the community through the establishment of policies that pursue City Council goals and directives, and to promote the best interest of the City locally and with other governmental agencies.

## Expenditures by Category



	2012-13 ACTUAL EXPENSE	2013-14 ACTUAL EXPENSE	2014-15 ADOPTED BUDGET	2015-16 ADOPTED BUDGET
<b>EXPENSE CLASSIFICATION</b>				
PERSONNEL EXPENSE	\$ 614,498	\$ 799,761	\$ 567,754	\$ 215,366
MAINTENANCE & OPERATIONS	82,502	123,849	109,857	592,977
CAPITAL OUTLAY	-	-	-	-
CAPITAL IMPROVEMENT PROJECTS	-	-	-	-
<b>TOTAL BUDGET</b>	<b>\$ 697,000</b>	<b>\$ 923,610</b>	<b>\$ 677,611</b>	<b>\$ 808,343</b>

	2012-13 ACTUAL EXPENSE	2013-14 ACTUAL EXPENSE	2014-15 ADOPTED BUDGET	2015-16 ADOPTED BUDGET
<b>FUNDING SOURCES*</b>				
GENERAL FUND	\$ 697,000	\$ 923,610	\$ 677,611	\$ 808,343
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 697,000</b>	<b>\$ 923,610</b>	<b>\$ 677,611</b>	<b>\$ 808,343</b>

\*Starting FY 14/15, salaries and benefits were recorded in the fund to eliminate transfers.

## CITY COUNCIL

The City Council is the governing body of the City of Upland and has the power to make all laws and regulations with respect to municipal affairs subject only to the limitations of the State and Federal Constitutions.

The City Council is an elected five person governing body. The Mayor is elected independently with the same voting power as other members of the Council. City Councilmembers each serve four-year terms with elections every other year; therefore, three Councilmembers are elected at one election and the Mayor and one Councilmember at the other.

The City Council appoints the City Manager and City Attorney, all of whom serve at the City Council's discretion. The City Council establishes policies of the City, which are implemented by staff under the direction of the City Manager. The City Council approves all ordinances, resolutions, and contracts.

## FY 2015-16 GOALS AND OBJECTIVES

- ◆ To continue to expand citizen participation in local government through advisory commissions, boards, committees, and semi-monthly council meetings.
- ◆ To enhance the quality of life for Upland residents by developing long and short-term fiscal and operational plans and policies.
- ◆ To participate and initiate programs of regional and local importance including the improvement of air quality and reduction of traffic congestion.
- ◆ To revitalize commercial activity and expand economic development opportunities to promote a healthy local government economy.

## **CITY TREASURER**

The residents of Upland elect the City Treasurer. It is the Treasurer's responsibility to oversee the investment of City funds in a safe and secure manner while ensuring maximum return on all investments within limitations set by State law. The City Treasurer operates under the restrictions of Section 53646 of the Government Code of the State of California and Resolution 6133 of the Upland City Council – a resolution that affirms the Investment Policy for Public Funds. The Treasurer appoints the Deputy City Treasurer.

The City follows the practice of pooling cash and investments for all funds except for funds required to be held by outside fiscal agents. Investment income is allocated quarterly to various funds based on the average monthly cash balances.

## **FY 2015-16 GOALS AND OBJECTIVES**

- ◆ To maximize the City's return on its investments consistent with the requirements of state law and the need for safety, liquidity, and yield. No investment may be made unless it is in conformity with the City's Investment Policy.

## **CITY MANAGER**

The City Manager is appointed by the City Council to direct the operation of all City Departments through department heads. He enforces the ordinances and resolutions of the City Council and is responsible for the administration of City programs to ensure the delivery of high quality services.

The City Manager is responsible for the executive management of all City departments and serves as Executive Director of the Successor Agency of the Upland Community Redevelopment Agency (UCRA), coordinating the dissolution of the UCRA.

This office provides services such as responding to inquiries and requests of citizens, disseminating information regarding City activities, and providing input on regional, state and federal issues that affect the City of Upland.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 ADOPTED	2015-16 ADOPTED
<b>ADMINISTRATION</b>				
CITY MANAGER	1.00	1.00	1.00	1.00
DEPUTY CITY MANAGER	0.00	0.00	0.00	1.00
EXECUTIVE ASSISTANT TO CITY MANAGER	2.00	2.00	2.00	1.00
<b>TOTAL DEPARTMENT</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

## **FY 2015-16 GOALS AND OBJECTIVES**

- ◆ To be responsive to Upland's citizens, organizations, City Council, and staff.
- ◆ To be accessible to citizens, the City Council, business owners and employees in a timely manner.
- ◆ Implement the goals set forth by the City Council, which include fiscal stabilization, economic development, infrastructure repair and replacement, and outstanding customer service.
- ◆ To provide outstanding Council relations by informing Councilmembers of relevant City affairs/business such that staff trust and integrity is maintained and promoted.
- ◆ To provide funding for City projects by pursuing federal and state grants for a variety of projects.
- ◆ To provide for outstanding City services by meeting regularly with the development community such that solid, financially viable projects are developed in Upland.
- ◆ To provide excellent fiscal stewardship by initiating the Fiscal Year 2016-2017 budget process in December 2015 ensuring that the Fiscal Year 2016-2017 City budget is adopted by the City Council prior to the close of Fiscal Year 2015-2016.
- ◆ To promote effective and efficient service delivery by analyzing City operations on a continual basis and making adjustments as needed.
- ◆ To continue to pursue measures to reduce operating costs.
- ◆ To research and/or implement remaining recommendations of the Fiscal Response Task Force.
- ◆ To continue to nurture and promote public communications and engagement by maintaining open government ideals and developing programs/projects that support constant pursuit of excellence in municipal services, as well as model public sector status.
- ◆ Hire new Fire Chief and Deputy City Manager.
- ◆ Begin implementation of ERP software package.
- ◆ New General Plan Approval and Implementation.
- ◆ Address Police Department Staffing Challenges.
- ◆ Implement Succession Planning strategies for Executive and Mid-Management retirements and transitions.

<b>PERFORMANCE MEASUREMENTS</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ACTUAL</b>	<b>2014-15 PROJECTED</b>	<b>2015-16 TARGET</b>
Percentage of Agenda items reviewed and approved within two days	100%	100%	100%	100%
Percentage of calls referred to responsible employees and/or departments within the organization within 2 hours, and bring closure to citizens' concerns within 2 business days	100%	100%	100%	100%
Percentage of inquiries from various Department personnel responded within one day	100%	100%	100%	100%
Review incoming departmental correspondence and respond or disseminate as directed on same day	100%	100%	100%	100%
Percentage of Electronic Message Board Requests posted within 24 hours of receipt	100%	100%	100%	100%
Percentage of Euclid Avenue Median parking permits processed by electronic methods within 24 hours of receipt	100%	100%	100%	100%

## **FY 2014-15 MAJOR ACCOMPLISHMENTS**

- ◆ Finalized work on the General Plan Update.
- ◆ Facilitate continued development in the Colonies Crossroads project.
- ◆ Facilitated continued Historic Downtown Upland revitalization efforts, including promoting the location to, and meeting with, potential developers.
- ◆ Continued successful teamwork and goal setting activities at the executive level.
- ◆ Implemented and facilitated several recommendations of the Fiscal Response Task Force.
- ◆ Began researching and implementing remaining measures recommended by the Fiscal Response Task Force.
- ◆ Explored various options for service delivery.

- ◆ Responded to hundreds of requests for service from citizens and City Councilmembers on behalf of citizens.
- ◆ Negotiated labor agreements with the City's seven bargaining groups.
- ◆ Hired a new Police Chief.
- ◆ Researched and secured funding for the ERP software package which will improve City processes by eliminating duplication of work efforts and integrating technology that will benefit all departments.

## 2015-2016 EXPENDITURE SUMMARY BY OBJECT CODE

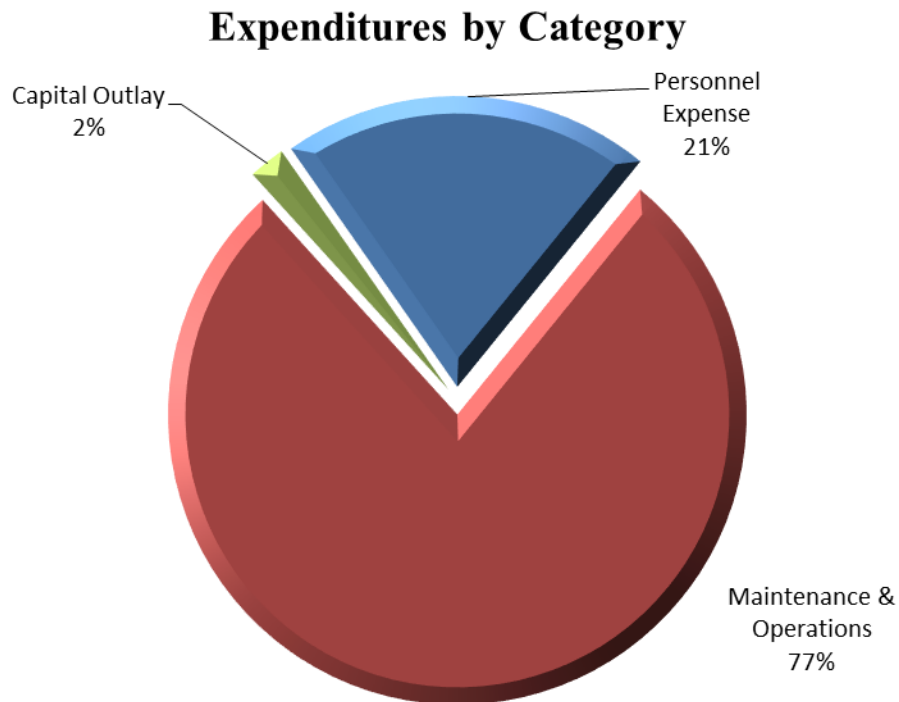
### DEPARTMENT: GENERAL GOVERNMENT

OBJECT CODE	EXPENSE CLASSIFICATION	2012-13 ACTUAL EXPENSE	2013-14 ACTUAL EXPENSE	2014-15 ADOPTED BUDGET	2015-16 ADOPTED BUDGET
4110	Buy Backs	\$ -	\$ 13,920	\$ 14,000	\$ 7,350
4111	Salaries- Full Time	347,459	552,042	358,839	145,400
4113	Overtime	-	-	-	-
4115	Compensated Absences	45,875	-	-	-
4116	Fringe Benefits	164,942	170,360	121,089	33,731
4117	Retirement Contributions	56,221	63,439	73,826	28,884
<b>TOTAL SALARIES &amp; BENEFITS</b>		<b>\$ 614,497</b>	<b>\$ 799,761</b>	<b>\$ 567,754</b>	<b>\$ 215,365</b>
4211	Postage	\$ 4,043	\$ 4,293	\$ 4,580	\$ 50
4212	Advertising	1,200	500	600	12,900
4213	Dues & Subscriptions	34,408	32,074	49,375	48,425
4215	Training/Conferences/Meetings	7,149	4,395	9,500	8,737
4216	Office Supplies	1,191	554	1,900	1,650
4217	Other Supplies/Materials	2,466	1,406	3,200	1,800
4221	Mileage Reimbursement	1,134	1,394	1,600	1,600
4222	Print/Mail Charges	480	310	2,372	-
4223	Information Systems Charges	3,944	5,560	9,048	14,597
4232	Computer Equipment (Under \$5,000)	-	2,108	-	-
4233	Other Equipment (Under \$5,000)	-	-	225	150
4243	Utilities - Telephone	-	-	-	-
4252	Professional Services	1,137	10,000	(25)	33,600
4258	Other Services	14,808	52,698	18,000	9,000
4271	Insurance Premium	225	225	250	300
4273	Workers Compensation Charges	7,230	5,960	7,782	-
4274	Unemployment Charges	350	390	-	-
4275	Long-Term Disability Charges	470	300	-	-
4421	Lease Principal Expense	2,268	1,682	1,450	460,170
<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>		<b>\$ 82,503</b>	<b>\$ 123,849</b>	<b>\$ 109,857</b>	<b>\$ 592,979</b>
4530	Machinery & Equipment	\$ -	\$ -	\$ -	\$ -
<b>TOTAL CAPITAL PROJECTS &amp; EQUIPMENT</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL EXPENDITURES</b>		<b>\$ 697,000</b>	<b>\$ 923,610</b>	<b>\$ 677,611</b>	<b>\$ 808,344</b>

# ADMINISTRATIVE SERVICES

## MISSION STATEMENT

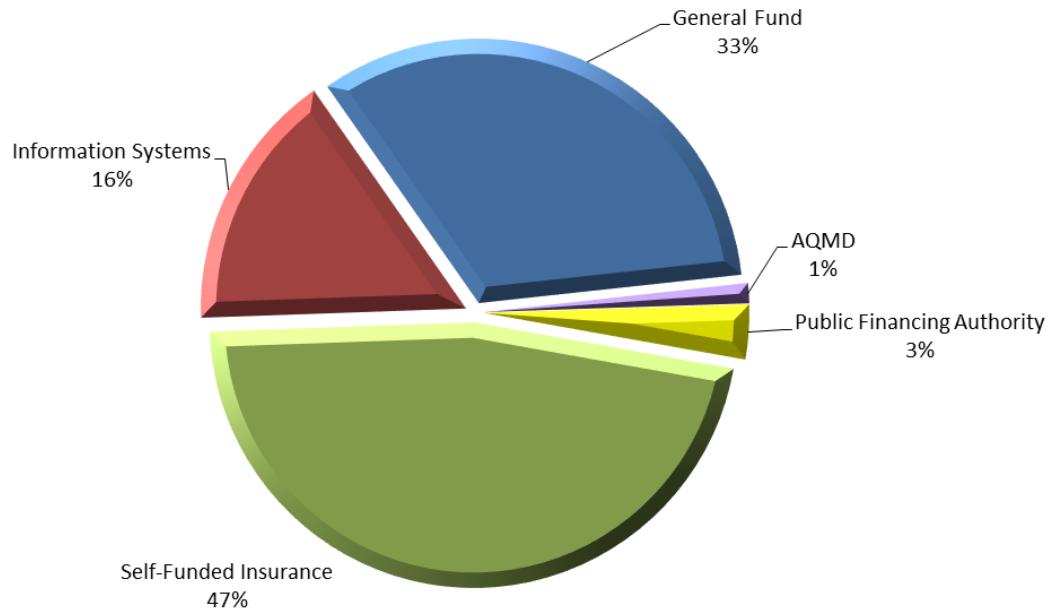
To manage the fiscal and financial affairs of the City, and to support City officials and all departmental operations through a variety of financial services and risk management; to administer top quality personnel services with the highest level of professionalism and integrity in order to attract, retain, train and develop a competent workforce; to provide accessible, proactive leadership for the community through the establishment of policies encouraging a high standard of governance; and to develop opportunities for the use of technology to improve and enhance services to the community.



	2012-13 ACTUAL EXPENSE	2013-14 ACTUAL EXPENSE	2014-15 ADOPTED BUDGET	2015-16 ADOPTED BUDGET
<b>EXPENSE CLASSIFICATION</b>				
PERSONNEL EXPENSE	\$ 2,148,560	\$ 2,122,944	\$ 1,600,992	\$ 1,656,079
MAINTENANCE & OPERATIONS	6,356,099	4,716,266	5,902,530	6,219,750
CAPITAL OUTLAY	-	47,898	1,234,000	163,000
CAPITAL IMPROVEMENT PROJECTS	-	-	-	-
<b>TOTAL BUDGET</b>	<b>\$ 8,504,659</b>	<b>\$ 6,887,108</b>	<b>\$ 8,737,522</b>	<b>\$ 8,038,829</b>



## Expenditures by Funding Source



	2012-13 ACTUAL EXPENSE	2013-14 ACTUAL EXPENSE	2014-15 ADOPTED BUDGET	2015-16 ADOPTED BUDGET
<b>FUNDING SOURCES*</b>				
GENERAL FUND	\$ 3,699,336	\$ 3,751,013	\$ 2,857,579	\$ 2,653,454
AQMD	41,301	39,362	150,507	96,510
PUBLIC FINANCING AUTHORITY	261,830	261,940	266,675	266,135
SELF-FUNDED INSURANCE	4,502,192	2,834,793	3,585,149	3,750,000
INFORMATION SYSTEMS	-	-	1,877,612	1,272,730
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 8,504,659</b>	<b>\$ 6,887,108</b>	<b>\$ 8,737,522</b>	<b>\$ 8,038,829</b>

\*Starting FY 14/15, salaries and benefits were recorded in the fund to eliminate transfers.

## CITY CLERK

This position fulfills the statutory requirements of City Clerk. The City Clerk's Office prepares Council meeting agendas and minutes, advertises legal notices relating to Council agendas and other City issues, maintains advisory commissions' records and the City seal, and attests all City documents. As filing officer, the City Clerk oversees the filing requirements of the Fair Political Practices Commission, manages the City Conflict of Interest Code, and maintains the Upland Municipal Code and Zoning Code. The City Clerk's Office serves as the information center for City Hall and is responsible for all official City records such as ordinances, resolutions, deeds, agreements, and formal bid contracts. The office also coordinates the records management program for all City departments.

All City elections are the responsibility of the City Clerk. Citywide municipal elections are conducted in November of even-numbered years. Elections require compliance with State mandated deadlines, legal notices, and the cooperation of several outside agencies, which are all coordinated by the City Clerk.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 ADOPTED	2015-16 ADOPTED
<b>CITY CLERK</b>				
ADMINISTRATIVE SERVICES				
DIRECTOR	1.00	1.00	1.00	0.00
SENIOR ADMINISTRATIVE				
ASSISTANT	1.00	1.00	1.00	0.00
DEPUTY CITY CLERK	0.00	0.00	0.00	1.00
ADMINISTRATIVE ASSISTANT II	0.50	0.50	0.50	0.00
ADMINISTRATIVE ASSISTANT III	0.00	0.00	0.00	1.00
<b>TOTAL DIVISION</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.00</b>

## FY 2015-16 GOALS AND OBJECTIVES

- ◆ Develop a plan to relocate City records storage to the new Records Center located in the former animal shelter located on 15<sup>th</sup> Street.
- ◆ Assist the Finance Division in reviewing payroll records in order to eliminate unnecessary retention of records.

Continue with implementation of the electronic record keeping system for City-wide records management program.

<b>PERFORMANCE MEASUREMENTS</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ACTUAL</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 TARGET</b>
Placement of agenda material on the website by Thursday prior to the Council meeting	95%	95%	95%	100%
Compliance with AB1234	100%	100%	100%	100%
Average time to finalize meeting minutes	1 week	1 week	3 days	2 days
Records requests handled by staff	244	244	356	350

## **FY 2014-15 MAJOR ACCOMPLISHMENTS**

- ◆ Based on the City's Records Retention Schedule, staff coordinated the destruction of obsolete records with all City departments.
- ◆ Obtained nearly 100% compliance with FPPC requirements related to the filing of Form 700 for all code filers and designated filers identified in the Conflict of Interest Code.
- ◆ Completed the Records Retention Schedule.
- ◆ Began implementation of electronic record keeping for the Finance Division.

## **CITY ATTORNEY**

The City Attorney is appointed by the City Council and is charged with advising and giving legal opinions to Council, Boards, Commissions, and City Staff regarding legal matters. The City Attorney apprises all City officials of changes in statutes or case law as they affect the City. The City Attorney also ensures that violations of City laws are prosecuted where necessary. The City Attorney furnishes services at all meetings of the Council, and prepares ordinances, resolutions, contracts, and other legal documents.

Certain other attorneys identified by Staff may represent the City in matters of special expertise such as worker's compensation and public liability defense.

## **FY 2015-16 GOALS AND OBJECTIVES**

- ◆ To provide reliable and timely legal services to the City Council, advisory committees and City staff in order to ensure the City is lawfully governed and the community effectively served.
- ◆ Upon approval of the City Council, represent the City in litigation.

## FINANCE

The Finance Division provides a comprehensive financial accounting and reporting system that meets the information requirements of its users, and complies with all applicable laws and regulations, including Generally Accepted Accounting Principles (GAAP). In advising City officials on the City's financial position and condition, the Division provides timely financial information necessary for decision-making, and assists City staff in implementing and developing appropriate internal controls and financial systems.

The Division safeguards all City assets and promotes their efficient use while adhering to prescribed City Council and management policies. It provides the framework for the processing of all financial management services that include general ledger accounting, budget preparation and analysis, purchasing, payroll, accounts payable and receivable, cash receipting, utility billing, and animal licensing. Under the direction of the City Manager, the Division organizes, reviews, and prepares the annual budget document for the City. It also produces federal, state and other reports as required by law in conformance with municipal accounting regulations and standards.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 ADOPTED	2015-16 ADOPTED
<b>FINANCE</b>				
FINANCE MANAGER	1.00	1.00	1.00	1.00
ACCOUNTING SUPERVISOR	0.00	0.00	1.00	1.00
SENIOR ACCOUNTANT	1.00	1.00	1.00	1.00
ACCOUNTANT	1.00	1.00	1.00	1.00
SENIOR ACCOUNTING TECHNICIAN	3.00	3.00	1.00	1.00
ACCOUNTING TECHNICIAN	1.00	1.00	3.00	3.00
CUSTOMER SERVICES SUPERVISOR	0.00	0.00	0.00	1.00
REVENUE COORDINATOR	1.00	1.00	1.00	0.00
SENIOR CUSTOMER SERVICE SPECIALIST	1.00	1.00	0.00	0.00
CUSTOMER SERVICE SPECIALIST II	4.00	4.00	3.00	3.00
CUSTOMER SERVICE SPECIALIST I	0.00	0.00	2.00	2.00
BUSINESS LICENSE INSPECTOR	1.00	1.00	0.00	0.00
BUDGET CLERK	0.00	0.00	1.00	1.00
<b>TOTAL DIVISION</b>	<b>14.00</b>	<b>14.00</b>	<b>15.00</b>	<b>15.00</b>

## FY 2015-2016 GOALS AND OBJECTIVES

- ◆ Monitor the City budget and present the City Manager with monthly reviews.
- ◆ Monitor City procurements for compliance with the newly adopted purchasing policy to ensure fiscal control.
- ◆ Continue to meet regularly with the Finance and Economic Development Committee to thoroughly discuss and evaluate significant projects of financial impact to the City.

- ◆ Continue to provide monthly financial information to Departments, the City Council, and the Public so that the City's financial position is continuously reviewed and evaluated.
- ◆ Prepare a Government Finance Officers Association award winning Comprehensive Annual Financial Report for the Fiscal Year ended June 30, 2015.
- ◆ Prepare the annual mid-year budget review for Fiscal Year 2015-16 and present budget recommendations to the City Council in February 2016.
- ◆ Provide good fiscal stewardship by initiating the Fiscal Year 2015-16 budget process in January 2015, ensuring that the Fiscal Year 2015-16 City budget is adopted by the City Council prior to the close of Fiscal Year 2014-15.
- ◆ Receive the Government Finance Officers Association Award for both Distinguished Budget Presentation and Excellence in Financial Reporting.
- ◆ Continue to encourage utility customers to enroll in the online pay program.
- ◆ Implement policies and procedures to reduce the number of utility account Final Notices processed annually.
- ◆ Develop and distribute welcome packets for new residents to the City.
- ◆ Assist in the selection and implementation of new enterprise-wide software.
- ◆ Enhance customer service through internal training.

<b>PERFORMANCE MEASUREMENTS</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ACTUAL</b>	<b>2014-15 PROJECTED</b>	<b>2015-16 TARGET</b>
Receive the Government Finance Officers Association Award for Excellence in Financial Reporting	YES	YES	YES	YES
Receive the Government Finance Officers Association Award for Distinguished Budget Presentation	YES	YES	YES	YES
Financial reports submitted to City Council on a monthly basis	92%	100%	100%	100%
Number of days from fiscal year-end until CAFR is issued	213	176	160	160
Percentage of utility accounts enrolled in the online pay program	40%	40%	43%	45%

## **FY 2014-2015 MAJOR ACCOMPLISHMENTS**

- ◆ Prepared the City's annual program-based budget for Fiscal Year 2015-16.
- ◆ Received the Government Finance Officers Association award for Distinguished Budget Presentation.
- ◆ Received the Government Finance Officers Association award for Excellence in Financial Reporting for fiscal year ending June 30, 2014.
- ◆ Reduced the number of days from fiscal year end until the Comprehensive Annual Financial Report is issued.
- ◆ Complete an in-house fee study and present an updated Master Fee Schedule to City Council.
- ◆ Implemented a lien process for unpaid utility accounts.
- ◆ Implemented using administrative citations to bring unlicensed businesses into compliance.
- ◆ Prepared the annual mid-year budget review for Fiscal Year 2014-15, and presented budget recommendations to the City Council in March 2015.
- ◆ Adopted an updated and simplified Purchasing Policy for the City's procurement.
- ◆ Conducted regular staff meetings with Accounting and Customer Service.
- ◆ Implemented a new records management system which enabled us to identify and destroy obsolete records.

- ◆ Maintain the timeliness of revenue and expenditure report distribution.

## INFORMATION SYSTEMS

The Information Systems Division is responsible for ensuring the City's information technology resources are effectively managed and used as key organizational tools in improving productivity, customer service, and public access to City information. This Division is also responsible for developing and implementing long-range goals, policies, and standards for acquiring, maintaining, and achieving full use of information technology resources; and, for providing ongoing support, maintenance, and training for computers and related peripherals.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 ADOPTED	2015-16 ADOPTED
<b>INFORMATION SYSTEMS</b>				
IT MANAGER	1.00	1.00	1.00	1.00
IT TECHNICIAN	1.00	1.00	1.00	1.00
<b>TOTAL DIVISION</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

## FY 2015-2016 GOALS AND OBJECTIVES

- ◆ Finalize the IT Strategic Plan with in-house resources.
- ◆ Install TVs, add more cameras, upgrade controller and improve lighting for Council Chambers.
- ◆ Upgrade City's intranet to latest technology.
- ◆ Install a new ERP system which includes modules for finance, HR, permits, building and code enforcement.
- ◆ Complete conversion of telecommunications technology to latest VOIP.
- ◆ Establish dual factor authentication for all computers and servers in the Police Department.
- ◆ Provide online Parcel information access to the citizens of Upland.
- ◆ Convert 75% of servers in the City and PD to Virtual Servers.
- ◆ Convert slow network connections to Fire Station 4 and the Animal Shelter to faster ones.

<b>PERFORMANCE MEASUREMENTS</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ACTUAL</b>	<b>2014-15 PROJECTED</b>	<b>2015-16 TARGET</b>
Percentage of information systems service requests resolved within 24 hours	96%	95%	95%	99%

## **FY 2014-2015 MAJOR ACCOMPLISHMENTS**

- ◆ Managed the upgrade of recreation software, which improves citizen access and security.
- ◆ Successfully upgraded the City's main website with a new design and the latest technology, allowing patrons to navigate the site more easily.
- ◆ Upgraded all City owned Mobile phones to Apple Iphones with cost savings.
- ◆ Worked with CALFIRE and the City of Ontario to successfully move the Fire Department's Dispatch, CAD and RMS software to CALFIRE.
- ◆ Did a complete re-cabling of the recreation building data/voice network.
- ◆ Configured and installed perimeter security firewalls, both in the City and the Police Department, capable of deep packet analysis.
- ◆ Started a phased conversion of our telecommunications system to a VOIP system. To date, the City Manager's Office, Recreation, Human Resources and City Clerk divisions have been completed.
- ◆ Implemented Enterprise storage services with increased storage space and access speeds.
- ◆ Converted five physical servers to virtual servers, which will help minimize annual maintenance costs.
- ◆ Worked with Airbus Communications to resolve Police Computer Aided Dispatch (CAD) software issues and successfully migrated the software to a new server and separate network subnet.
- ◆ As a member of the committee tasked to choose body cameras for police officers, helped test and choose the right body camera technology and configured and installed them after the purchase was made.
- ◆ Upgraded the City and Police Department's domain controllers to the latest Windows server technology.
- ◆ Successfully managed and completed the installation of fixed License Plate Readers in 8 locations, on time and with the use of grant funds only.



- ◆ Successfully upgraded our Document Management software with minimal down time to staff.
- ◆ Worked with our maintenance crew to change lighting in the Council Chambers with minimum cost to the City.
- ◆ Replaced, configured and installed new Enterprise Antivirus software with savings to the City's budget.
- ◆ Helped library staff move to LSSI and reconfigured computer set-ups in the library.
- ◆ Eliminated DSL cost for the Senior Center by negotiating a deal with TWC to provide free internet.
- ◆ Upgraded the Police Department's intranet to the latest technology.

## HUMAN RESOURCES

The Human Resources Division is responsible for the recruitment and retention of the City's workforce, labor relations, employee benefits, training and development, classification and pay, affirmative action, safety, and transportation management programs. The Division also administers the self-funded insurance programs that include: workers' compensation, unemployment, long-term disability and liability.

Through the development and implementation of City-wide personnel policies and procedures, the Human Resources Division assists other departments in recruiting, developing and retaining high-quality employees. The Division's responsibilities are to adopt, amend, and enforce merit system rules and employment practices. The Division also manages the recruitment and certification of employees, creates employee job descriptions, and administers the employee performance evaluation program and disciplinary appeals process. The labor relations function includes negotiations with representatives of the City's seven bargaining units, and administration of negotiated labor contracts and grievance procedures.

The Division coordinates and contracts for group health, life, dental and vision insurance programs for City employees; administers the deferred compensation program, Employee Assistance Program, the City's service awards program; and, coordinates the employee training and development program.

The Division also manages the employee Rideshare program, including purchasing vehicles that meet the emission standards using AQMD funding. In addition, the Division manages the Safety program to insure that best practices are used in maintaining a safe work environment and compliance with CalOSHA requirements.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 ADOPTED	2015-16 ADOPTED
<b>HUMAN RESOURCES</b>				
HR MANAGER	0.00	0.00	0.00	1.00
SENIOR HUMAN RESOURCES ANALYST	1.00	1.00	1.00	0.00
HUMAN RESOURCES ANALYST	1.00	1.00	1.00	1.00
HUMAN RESOURCES SPECIALIST	1.00	1.00	1.00	1.00
ADMINISTRATIVE ASSISTANT II	0.75	0.75	0.75	0.00
<b>TOTAL DIVISION</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>	<b>4.00</b>

## **FY 2015-16 GOALS AND OBJECTIVES**

- ◆ To complete a market survey of competitive pricing for benefit programs, which may resulted in an overall impact to the City's OPEB liability.
- ◆ Continue to monitor the performance evaluation system to obtain optimum performance from City employees while setting achievable goals and objectives for all staff annually.
- ◆ Continue to update various City's Administrative Policies and Procedures to ensure compliance with State and Federal regulations as required.
- ◆ Update the City Merit Rules and Regulations to ensure consistency with applicable laws annually as required.
- ◆ Update the New Hire Orientation Program by developing a more comprehensive and interactive program so that new employees become knowledgeable of the City's department functions, municipal government operations, and to better understand their employee benefits.
- ◆ Develop a partnership with Upland High School Career Development Program to expand the current Internship Program focus on student leadership in government.
- ◆ Updated the Employer-Employee Resolution to meet AB 646 requirements so that orderly and uniform procedures are provided in the administration of employer-employee relations between the City and its employee organizations.
- ◆ Increase Partnership agreements with local University/Colleges to offer employees discounts toward tuition.
- ◆ Completed a Citywide Classification and Compensation Study to ensure the City attracts and retains the most qualified employees.

<b>PERFORMANCE MEASUREMENTS</b>	<b>2013-14 ACTUAL</b>	<b>2014-15 ACTUAL</b>	<b>2014-15 PROJECTED</b>	<b>2015-16 TARGET</b>
Number of recruitments concluded	45	56	40	40
Number of employees participating in the Rideshare program	35	43	45	45
Number of employee safety meetings	1	2	4	4
Number of applications processed	5,000	5,500	6,000	6,000
Percent of recruitments completed within 8-week timeline	95%	90%	100%	100%
Percent of claims processed within 45-day timeline	95%	100%	100%	100%

## **FY 2014-15 MAJOR ACCOMPLISHMENTS**

- ◆ Monitored the performance evaluation system to obtain optimum performance from City employees while setting achievable goals and objectives for all staff annually.
- ◆ Continued to update various City's Administrative Policies and Procedures to ensure compliance with State and Federal regulations as required.
- ◆ Conducted an RFP process for the Liability & Loss Prevention Program to ensure competitive pricing and services provided by a third party administrator.
- ◆ Increased Rideshare participation and activities by increase marketing strategies and incentives.
- ◆ Enhanced the open enrollment process by implementing Keenan's "Benefit Bridge" on-line system for City employees. The system provides employees with 24/7 access to view all benefit options, make changes on-line during open enrollment, and the ability to compare coverage and cost of benefits offered by the City.
- ◆ Began negotiations with all seven labor groups due to expire June 30, 2015.
- ◆ Monitored Keenan's on-line safety training program for City Employees to view videos and webinars to meet training goals and requirements.
- ◆ Successfully offered 13 training workshops for employees at little or no cost to meet the City's training goals and objectives. Some of the highlighted topics included Supervisory Leadership Academy, Effectively Dealing with Changing Workplace, Strengthening the Team, Building a Cohesive Inclusive Team, Understanding Your 457 Plan, Investing for a Lifetime, Importance Financial Planning, Workers' Compensation 101, Supervisory Skills for the First Line Supervisor/Manager, Managing the Marginal Employee, Managing Performance

Through Evaluation, Public Sector Employment Law Update, and, Preventing Workplace Harassment, Discrimination and Retaliation.

- ◆ Continued the partnership agreement with the University's' of La Verne and Phoenix to offer employees a 10% discount towards tuition.
- ◆ Updated the New Hire Orientation Program by developing a more comprehensive and interactive program so that new employees become knowledgeable of the City's department functions, municipal government operations, and to better understand their employee benefits.

## **SELF-FUNDED INSURANCE**

The City of Upland is self-funded for workers' compensation, unemployment, long-term disability, and liability claims. The insurance programs are managed by the Human Resources Department, with the assistance of third-party administrators. The costs of managing the Self-Insurance programs of the City are allocated back to the specific departments involved in the claims. Revenue is generated by internal user fees.

The City has coverage for incidents with expense in excess of seven hundred and fifty thousand dollars (\$750,000) for workers compensation, and five hundred thousand dollars (\$500,000) for public liability claims.

## **MISSION STATEMENT**

To protect the City's assets and service capabilities against the financial consequences of loss. To provide advice and support to City Departments in hazard identification and mitigation activities as it relates to the areas of liability, occupational health and safety, and property loss risks.

## **FY 2015-16 GOALS AND OBJECTIVES**

- ◆ To continue improving the health and welfare programs to include resources such as on-going health related webinars, newsletters and healthy tips to develop and maintain a balanced personal and work lifestyle for employees, thereby, increasing employees moral and productivity in the workplace.
- ◆ To continue exploring effective cost containments strategies through conducting monthly bill review of claim payments, monitoring utilization review referrals, and conducting quarterly claim reviews so that best practices in workers' compensation claims handling is used and monetary savings are realized.
- ◆ To engage departments in the workers' compensation process such as providing on-going education to employees on minimizing injuries and proper safety precautions when performing

job functions; providing on-going education to supervisors and managers on the interactive process for returning employees to work with restrictions; and, implement a safe workplace campaign to promote employees participation in reporting unsafe conditions and activities which may lead to potential injuries.

- ◆ To continue to conduct employee training on mandated regulatory programs utilizing Keenan & Associates on-line training programs, Keenan Safe Personnel, so that the City complies with OSHA requirements, minimizes employee injuries, and employs best safety practices.
- ◆ To conduct an RFP process for the Liability Program to ensure the City obtains the most cost effective and efficient services by a third party administrator.
- ◆ To develop additional oversight strategies in litigation claims management, so that effective cost containment methods are used and a reduction in costs realized.

To update the City's Contractual Risk Protocols Manual and conduct departmental training by June 2016, so that the City's liability in contractual matters with various vendor and contractors is minimized by transfer of risk

## PERFORMANCE MEASUREMENTS

PERFORMANCE MEASUREMENTS	2012-13 ACTUAL	2013-2014 ACTUAL	2014-15 PROJECTED	2015-16 TARGET
Achieve and maintain the acceptable standard by the excess insurance authority for workers compensation	96%	96%	96%	100%

## FY 2014-15 MAJOR ACCOMPLISHMENTS

- ◆ Conducted three educational training sessions on Workers Compensation Reporting Procedures for supervisors and managers to obtain a clearer understanding of the workers compensation process and the role of the third party administrator (TPA) and accident investigation training.
- ◆ Coordinated two major Safety Inspections of City Buildings and followed up with recommendations to avoid reoccurrences of unsafe incidents.
- ◆ Continued to monitor the procedures for handling general liability claims and lawsuits to ensure proper and timely handling by the third party administrator.

## 2015-2016 EXPENDITURE SUMMARY BY OBJECT CODE

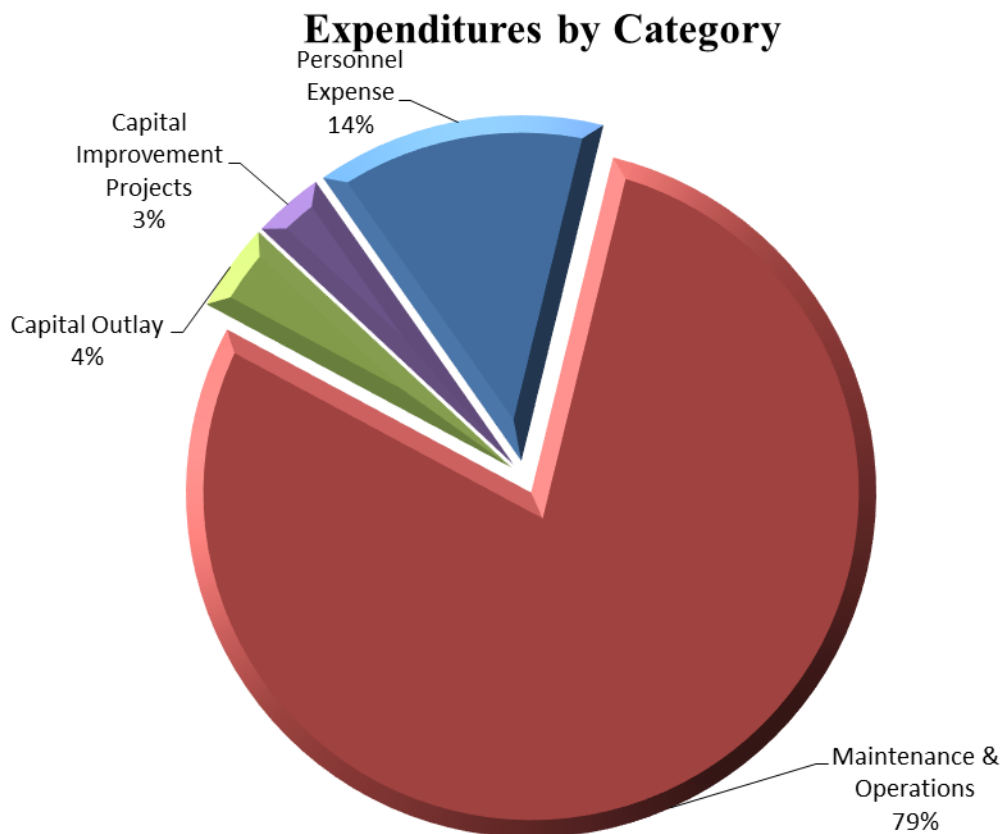
### DEPARTMENT: ADMINISTRATIVE SERVICES

OBJECT CODE	EXPENSE CLASSIFICATION	2012-13 ACTUAL EXPENSE	2013-14 ACTUAL EXPENSE	2014-15 ADOPTED BUDGET	2015-16 ADOPTED BUDGET
4110	Buy Backs	\$ -	\$ 25,342	\$ 26,000	\$ 19,110
4111	Salaries- Full Time	1,355,606	1,430,218	1,502,461	1,005,736
4112	Salaries- Temporary/Part Time	54,505	60,254	108,660	98,857
4113	Overtime	2,809	6,364	4,844	26,560
4115	Compensated Absences	168,866	-	-	-
4116	Fringe Benefits	295,798	291,792	329,775	210,071
4117	Retirement Contributions	250,773	271,942	340,814	249,711
4118	Other	17,806	37,032	46,034	46,034
4126	Fringe Benefits- Sworn Fire	2,179	-	-	-
4127	Retirement Contributions- Sworn Fire	322	-	-	-
4136	Fringe Benefits- Sworn Police	14	-	-	-
4137	Retirement Contributions- Sworn Police	185	-	-	-
<b>TOTAL SALARIES &amp; BENEFITS</b>		<b>\$ 2,148,863</b>	<b>\$ 2,122,944</b>	<b>\$ 2,358,588</b>	<b>\$ 1,656,079</b>
4211	Postage	\$ 40,000	\$ -	\$ 71,615	\$ 46,640
4212	Advertising	19,023	28,460	23,000	20,000
4213	Dues & Subscriptions	20,534	18,355	10,863	11,814
4215	Training/Conferences/Meetings	13,017	11,833	22,330	29,110
4216	Office Supplies	25,744	10,686	34,500	35,340
4217	Other Supplies/Materials	5,396	903	1,230	3,150
4220	Fuel Usage	4,100	527	2,200	2,360
4221	Mileage Reimbursement	232	185	600	600
4222	Print/Mail Charges	2,328	1,662	(118,576)	-
4223	Information Systems Charges	19,063	30,075	268,954	99,642
4224	Vehicle Charges	-	-	482	3,768
4232	Computer Equipment (Under \$5,000)	-	10,224	26,100	68,226
4241	Utilities - Electric	778	738	-	-
4243	Utilities - Telephone	112,736	82,831	115,020	301,149
4246	Maintenance - Equipment	36,417	42,016	-	-
4247	Maintenance - Vehicles	819	1,380	-	-
4248	Maintenance - Other	27,313	12,073	61,786	48,700
4251	Legal Services	1,441,033	642,767	911,000	901,400
4252	Professional Services	49,926	105,020	123,699	288,990
4254	Data Processing Services	63,875	114,627	157,211	278,915
4255	Banking Services	33,113	29,233	24,440	65,080
4258	Other Services	756,636	868,744	310,802	391,672
4271	Insurance Premium	823,378	875,269	896,754	904,092
4272	Claims Expense	2,233,145	1,438,800	1,808,000	1,811,024
4273	Workers Compensation Charges	28,100	32,270	42,114	-
4274	Unemployment Charges	1,010	2,100	-	-
4275	Long-Term Disability Charges	2,240	1,620	-	-
4292	Administrative Services Expense	129,818	-	-	-
4297	Other Expenses	1,630	1,140	-	-
4321	Employee Incentive	17,228	20,577	30,310	30,310
4322	Health Premiums - Retirees	441,849	449,024	450,000	485,400
4323	Pers Supplement	34,032	34,556	40,000	36,700
4421	Lease Principal Expense	61,287	38,184	17,325	93,533
4424	Bond Principal Payment	210,000	220,000	235,000	245,000
4425	Bond Interest Expense	48,530	38,640	28,175	17,135
4426	Refunding	-	-	-	-
4427	Issuance Costs	-	-	-	-
4428	Other Financing Uses	-	-	-	-
4999	Department Allocation Charges	(348,534)	(448,253)	(450,000)	-
<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>		<b>\$ 6,355,796</b>	<b>\$ 4,716,266</b>	<b>\$ 5,144,934</b>	<b>\$ 6,219,750</b>
4530	Machinery & Equipment	\$ -	\$ 47,898	\$ 1,124,000	\$ 103,000
4531	Vehicles	-	-	110,000	60,000
XXXX	Capital Improvement Projects	-	-	-	-
<b>TOTAL CAPITAL PROJECTS &amp; EQUIPMENT</b>		<b>\$ -</b>	<b>\$ 47,898</b>	<b>\$ 1,234,000</b>	<b>\$ 163,000</b>
<b>TOTAL EXPENDITURES</b>		<b>\$ 8,504,659</b>	<b>\$ 6,887,108</b>	<b>\$ 8,737,522</b>	<b>\$ 8,038,829</b>

# DEVELOPMENT SERVICES

## MISSION STATEMENT

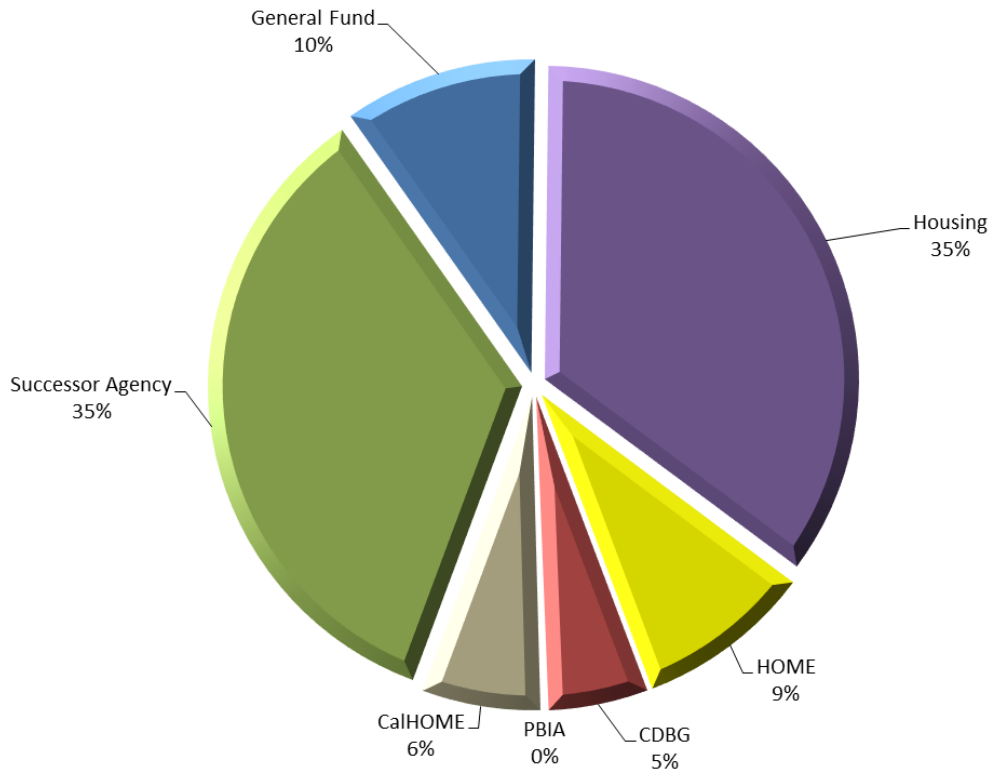
To guide development of a viable community, including both quality living environments and expanded economic opportunities, while protecting the public health, safety, and welfare of the residents and general community.



	2012-13 ACTUAL EXPENSE	2013-14 ACTUAL EXPENSE	2014-15 ADOPTED BUDGET	2015-16 ADOPTED BUDGET
<b>EXPENSE CLASSIFICATION</b>				
PERSONNEL EXPENSE	\$ 1,495,730	\$ 1,445,837	\$ 1,736,822	\$ 1,973,056
MAINTENANCE & OPERATIONS	5,394,885	3,871,033	10,181,266	11,543,912
CAPITAL OUTLAY	472,829	-	575,000	575,000
CAPITAL IMPROVEMENT PROJECTS	48,661	160,778	229,022	483,437
<b>TOTAL BUDGET</b>	<b>\$ 7,412,105</b>	<b>\$ 5,477,648</b>	<b>\$ 12,722,110</b>	<b>\$ 14,575,405</b>



## Expenditures by Funding Source



	2012-13 ACTUAL EXPENSE	2013-14 ACTUAL EXPENSE	2014-15 ADOPTED BUDGET	2015-16 ADOPTED BUDGET
<b>FUNDING SOURCES*</b>				
GENERAL FUND	\$ 1,235,063	\$ 1,383,667	\$ 1,307,840	\$ 1,443,830
HOUSING	2,569,160	2,608,833	4,984,900	5,102,267
HOME	36,475	48,243	980,000	1,322,500
CDBG	851,346	512,130	559,026	744,382
PBIA	-	5,840	30,000	30,000
CALHOME	294,079	175,504	1,000,000	886,000
SUCCESSOR AGENCY	2,425,982	743,431	3,860,344	5,046,426
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 7,412,105</b>	<b>\$ 5,477,648</b>	<b>\$ 12,722,110</b>	<b>\$ 14,575,405</b>

## **PLANNING**

The Planning Division plays a critical role in achieving Upland's goals and objectives for the physical development of the community. By reviewing development proposals from developers, business owners, and homeowners, the Division ensures that new development complements the community and is consistent with the City's policies and regulatory requirements. The Division also ensures conformance with the California Environmental Quality Act (CEQA), National Environmental Protection Act (NEPA), and the State Subdivision Map Act (SMA). Planning staff also provides support to Code Enforcement activities and prepares environmental documentation for Capital Improvement Projects.

To ensure projects are reviewed comprehensively, staff in the Planning Division act as project managers and coordinate the review of other City departments and outside agencies to ensure that development is consistent with their area of responsibility, requirements, and operational duties as well. The Planning Division also coordinates and participates in the Administrative Committee and Design Review Committee, supports and acts as the liaison to the Planning Commission, and supports the City Council in all planning matters.

The Division also focuses on a variety of advance planning topics such as policy development related to development, historic preservation, land use compatibility with Cable Airport, and regional planning efforts. During the past few years, the Division has been working on a comprehensive update to the City's major land use policies and regulations, including the General Plan, Zoning Code, Cable Airport Land Use Compatibility Plan, and Climate Action Plan which is anticipated to be completed in 2015.

## **BUILDING AND SAFETY**

The Building Division is responsible for providing reasonable controls for construction, occupancy of buildings, and structures consistent with state and federal laws. Building enforces all building-related municipal codes. It also serves and protects the public with plan review services, permit issuance, record keeping, and routine and special inspections to assure City code compliance.

## **WEED ABATEMENT**

The Weed Abatement Division is responsible for removing the potential for fire hazards, safety hazards, or public nuisance that may exist from extensive weed overgrowth and rubbish accumulations on public and private properties.

## **ECONOMIC DEVELOPMENT**

The Economic Development Division is responsible for developing and administering fiscally sound programs designed to stimulate economic activity and enhance City revenues through business attraction, retention, and expansion by promoting and assisting primary commercial districts within the City in a manner to benefit the residents and general community. Economic Development is also responsible for asset management and administration, which manages City-owned properties.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 ADOPTED	2015-16 ADOPTED
<b>BUILDING AND PLANNING</b>				
DEVELOPMENT SERVICES				
DIRECTOR	1.00	1.00	1.00	1.00
DEVELOPMENT SERVICES MGR	1.00	1.00	1.00	1.00
DEVELOPMENT SPECIALIST	1.00	1.00	1.00	1.00
PLANNING MANAGER	1.00	1.00	1.00	0.00
SENIOR PLANNER	0.00	0.00	0.00	1.00
ASSISTANT PLANNER	2.00	2.00	2.00	2.00
SENIOR ADMIN ASSISTANT	1.00	1.00	1.00	2.00
BUILDING OFFICIAL	0.00	1.00	1.00	1.00
BUILDING INSPECTOR I	0.00	0.00	0.00	1.00
BUILDING INSPECTOR II	2.00	2.00	2.00	2.00
PLANS EXAMINER	1.00	1.00	1.00	1.00
COUNTER TECHNICIAN	0.00	1.00	1.00	1.00
<b>CODE ENFORCEMENT</b>				
CODE ENFORCEMENT OFFICER	3.00	3.00	3.00	0.00
<b>TOTAL DIVISIONS</b>	<b>13.00</b>	<b>15.00</b>	<b>15.00</b>	<b>14.00</b>

## **FY 2015-16 GOALS AND OBJECTIVES**

### **PLANNING**

- ◆ To present the General Plan Update, Cable Airport Land Use Compatibility Plan Update, Zoning Code Update, Climate Action Plan, and associated Program Environmental Impact Report for public review and approval by the Planning Commission, Airport Land Use Committee, and City Council.
- ◆ To initiate the General Plan Update implementation actions to achieve the community's vision over time and incorporate the goals, policies, and actions articulated in the General Plan Update into the City's budgeting process.
- ◆ To implement the Blue Ribbon Committee's recommendations related to the development process.
- ◆ To participate in the planning committee for the purchase and implementation of unified GIS-based permit system with modules for Planning, Engineering, Building, Fire, Code Enforcement, and Business License.
- ◆ To continue to process land use entitlements and provide plan review and inspection services in a timely manner.

## **BUILDING AND SAFETY**

- ◆ To provide the highest level of service to our customers.
- ◆ To continue to provide over-the-counter service for pools, patio covers, re-roofs, water heaters and other similar construction to facilitate our streamlined permit process.
- ◆ To assure that all construction meets local, state and federal guidelines and codes delivering safe new construction in our City.
- ◆ To provide options for Inspectors to learn plan review techniques as a method to cross train staff.

## **WEED ABATEMENT**

- ◆ To continue the weed abatement program.
- ◆ To inspect 820 properties for possible violations.
- ◆ To lien 65 properties.

## **ECONOMIC DEVELOPMENT**

- ◆ To continue to strengthen relationships with the County of San Bernardino Economic Development Agency and other regional agencies to encourage economic growth by raising public awareness of existing business and employment resources and/or services to promote job creation and retention.
- ◆ To continue to seek outside financial resources (i.e., Federal, State or private grants/loans) to carry out economic development programs and/or activities.
- ◆ To continue to partner with the Upland Chamber of Commerce to promote essential business resources to the community.
- ◆ To continue to develop a citywide economic development marketing strategy that will focus on business attraction and retention.
- ◆ To seek financial support for the redesign of the City's website.
- ◆ To continue to provide training and business assistance services to businesses through Upland's Small Business Development Center.
- ◆ To continue to efficiently manage City-owned real estate assets including leasing of City-owned parcels.

- ◆ To continue to explore and assist in the facilitation of building and site reuse opportunities to accommodate evolving retail trends and the reuse and/or expansion of existing retail spaces.
- ◆ To continue to encourage the development of sustainable revenue-generating commercial, office, residential, and light industrial uses citywide to diversify the community's industrial base.
- ◆ To continue to support the Downtown Specific Plan, General Plan policies, College Heights Economic Development Strategy, and zoning code regulations that work to promote and encourage a mixture of pedestrian friendly retail, service, and mixed-use lifestyle land uses.
- ◆ To evaluate opportunities to assist new and existing businesses related to permitting, land entitlement, and long-term business retention and development.
- ◆ To continue to support the City's efforts to develop a green and sustainable program intended to increase the conservation of resources and reduce environmental impacts with an emphasis on energy, water, air quality, solid waste, land use, and transportation.
- ◆ To continue to assist SANBAG in marketing the PACE program.

## **FY 2014-15 MAJOR ACCOMPLISHMENTS**

### **PLANNING**

- ◆ Participated in and coordinated the review of more than 128 current planning projects through the Administrative Committee, Design Review Committee, Planning Commission and City Council by April 2015.
- ◆ Coordinated with other City Departments to process and issue 65 Special Event Permits and Film Permits.
- ◆ Completed the 2014-2021 Housing Element of the General Plan, which was adopted by the City Council in January 2014.
- ◆ Facilitated and participated in the Blue Ribbon Committee to identify and implement desirable changes to the development process to facilitate development. The final report and recommendations were presented to the City Council in February 2014.
- ◆ Continued work on the General Plan Update, including completing the Draft General Plan, Draft Cable Airport Land Use Compatibility Plan, and Draft Climate Action Plan and making progress on the Zoning Code Update and administrative Draft Environmental Impact Report.

- ◆ Continued to work with the Finance Division to implement a streamlined process for reviewing and approving zoning clearances for business license applications.
- ◆ Worked with Community Services to review Special Projects and Event Permits for City-sponsored events.
- ◆ Provided environmental review and assistance to Public Works on CIP projects.
- ◆ Provided support to Code Enforcement in interpreting and applying the requirements of the Upland Municipal Code for code enforcement cases.
- ◆ The Planning Division is working with regional agencies such as SANBAG and Caltrans for regional planning projects. Such projects include conducting a land use and constraints analysis for the potential development of the SANBAG properties located south of the Upland Metrolink Station and the San Bernardino I-10 Freeway Corridor Improvement Project.

## **BUILDING AND SAFETY**

- ◆ Continue to issue permits and perform inspections for various single-family development projects such as Standard Pacific, Crestwood Communities, and Frontier Communities. In addition, continue to provide inspections for Colonies Crossings retail development for phase 19A and 19B, as well as various small commercial and industrial developments throughout the City.

## **WEED ABATEMENT**

- ◆ Inspected 18,900 properties.
- ◆ Sent out 615 notices.
- ◆ Privately abated 62 properties.
- ◆ Abated 22 properties via the City (private contractor).
- ◆ Assessed and placed liens on 88 properties..

## **ECONOMIC DEVELOPMENT**

- ◆ Provided training and business assistance services to businesses through Upland's Small Business Development Center.
- ◆ Participated in the General Plan Update meetings.
- ◆ Assisted in implementing the City's participation with SANBAG's PACE program.

- ◆ Prepared one Lease Amendment to one existing cell tower carrier.
- ◆ Approved equipment upgrades to three cell tower sites.
- ◆ Prepared a lease for a new cell tower facility.
- ◆ Continued to promote mixed-use development in Downtown.
- ◆ Continued to implement a rent reduction policy for City-owned property.
- ◆ Continued to efficiently manage City-owned real estate assets including leasing of City-owned parcels.
- ◆ Assisted with the disposition efforts for a vacant City lot located on Foothill Blvd.
- ◆ Assisted Public Works with the installation new LED lights on all of the downtown trees within the historic downtown area.
- ◆ Completed the gazebo clean- up project in historic downtown Upland.
- ◆ Prepared and submitted the Possessory Interest Report to the County of San Bernardino's Assessor's Office by February 15, 2015.
- ◆ Reissued two RFP to lease 2 City-owned properties.
- ◆ Continued to renegotiate the Pacific Wine Merchants and Eden Garden lease.
- ◆ Prepared and had executed a Purchase and Sale Agreement for city owned property in historic downtown.
- ◆ Reviewed feasibility for updating downtown directory maps.
- ◆ Continued to renegotiate the lease with Bank of America for the kiosk located within the Civic Center parking lot.
- ◆ Reviewed cell tower rent rates for two cell tower sites on City-owned property.
- ◆ Prepared a subordination to a Covenant and Agreement to defer payment of capital impact fees for the Winston Heights project.
- ◆ Renegotiated the Contract Agreement with SBDC for a reduced annual cost.
- ◆ Prepared a Lease Agreement with the YMCA to expand their leased space to construct additional outdoor amenities.
- ◆ Prepared a MOU with the San Bernardino County Department of Environmental Health Services

- ◆ Continued to coordinate adding retail vacancies on the City's website.

## PLANNING

PERFORMANCE MEASUREMENTS	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 PROJECTED	2015-2016 TARGET
General Plan Amendments	0	0	1	1
Zone Change/Code Amendments	1	0	1	1
Specific Plan Reviews	1	0	1	0
Conditional Use Permits	10	13	10	15
Site Plan Reviews	12	15	18	30
Design Reviews	53	78	24*	25
Sign Design Reviews	NA	N/A	63*	65
Parcel Map/Tract Maps	0	3	6	10
Administrative Wireless Permits	2	16	12	25
Administrative Determinations	25	22	20	20
Environmental Impact Reports/Negative Declarations	7	5	8	4
Special Event Permits	87	102	97	85
Appeals	1	0	0	0

\*Sign Design Reviews separated from Project Design Reviews in July 2013

## BUILDING AND SAFETY

PERFORMANCE MEASUREMENTS	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 PROJECTED	2015-2016 TARGET
Inspections within 24 hours	98%	99%	99%	99%
Total number of inspections	7,612	4,225	6,000	6,000
Plan check turn-around time (business days)	2 – 4 weeks	2 – 4 weeks	2 – 4 weeks	2 – 4 weeks
Total number of plan checks	120	330	684	600
Total number of building permits issues	1,396	1,563	1,600	1,600
New commercial buildings	0	12	5	5
New residential buildings	15	78	172	172
New multi-family units	0	0	0	0



## WEED ABATEMENT

PERFORMANCE MEASUREMENTS	ACTUAL 2012-13	ACTUAL 2013-14	PROJECTED 2014-15	TARGET 2015-16
Properties Inspected	N/A	850	18,900	17,000
Properties Assessed/Liened	N/A	40	88	65

# HOUSING

## MISSION STATEMENT

To administer and implement the Low- and Moderate-Income (LMI) Housing program consistent with available resources, provide for the development and implementation of housing programs to increase, improve or preserve affordable housing within the City's corporate limits for persons or families of low- to moderate-incomes.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 ADOPTED	2015-16 ADOPTED
<b>HOUSING</b>				
HOUSING COORDINATOR	1.00	1.00	1.00	1.00
REDEVELOPMENT COORDINATOR	1.00	0.00	0.00	0.00
<b>TOTAL DIVISION</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

## LOW AND MODERATE INCOME HOUSING PROGRAM

The Housing Division is responsible for the administration and implementation of the Low- and Moderate-Income (LMI) Housing program consistent with available resources, provide for the development and implementation of housing programs to increase, improve or preserve affordable housing within the City's corporate limits for persons or families of low- to moderate-incomes.

## FY 2015-16 GOALS AND OBJECTIVES

- ◆ To acquire one (1) four-plex apartment building within the Diamond Court four-plex apartment neighborhood.
- ◆ To pursue the DDA with Upland Community Housing Inc. ("UCHI"), work cooperatively with UCHI for the construction of a 72-unit enhanced senior residential development (expansion of the "Coy Estes" senior housing apartments).
- ◆ To continue discussions to develop the Washington Avenue site and 3<sup>rd</sup>/ "C" Street site.
- ◆ To pursue the Emergency Repair Program (ERP), assist up to 25 very low-income families with small-scale emergent code repairs on their owner-occupied single-family homes or mobile homes.
- ◆ To subsidize financing of approximately 1 new Housing Improvement Program (HIP) single-family housing rehabilitation project loans.

- ◆ To continue to assist in marketing the County's Home Weatherization Grant Program and the Neighborhood Stabilization Program, Building Industry Association Housing Action Resource Trust Program and California Department of Insurance Earthquake Retrofit Loan Program.
- ◆ To continue to support the Homeless Stakeholders objectives.
- ◆ To prepare and submit the annual Housing Element activities report to HCD.
- ◆ To consider new unsolicited housing proposals as appropriate or necessary.
- ◆ To prepare budget recommendations for FY15-16.
- ◆ To continue to discuss the Diamond Court apartment unit's financial strategy.
- ◆ To administer the City's Mobile home Park Rent Control Ordinance.
- ◆ To prepare the year-end financial statement for the Housing Fund properties.

#### **FY 2014-15 MAJOR ACCOMPLISHMENTS**

- ◆ Earned a net \$1.6M from the efficient operation of the Sunset Ridge, Village and Magnolia Colony Apartments.
- ◆ Completed 2 Agency-funded Emergency Repairs Program (ERP) small-scale rehabilitation projects.
- ◆ Continued discussions to create a financial strategy for the housing rental properties.
- ◆ Continued to implement UCHI's loan agreement which will assist with the construction of a proposed 72 unit senior affordable housing development project.
- ◆ Assisted in marketing the County's Home Weatherization Grant Program, Building Industry Association Housing Action Resource Trust Program and California Department of Insurance Earthquake Retrofit Loan Program.
- ◆ Prepared and submitted the Annual Housing Element activities report to the Department of Housing and Community Development.
- ◆ Provided monitoring oversight to 306 affordable housing units.
- ◆ Participated with the San Bernardino County Office of Homeless Services to conduct the HUD required "Point in Time Count" for the homeless population.
- ◆ Reviewed the Homeless Stakeholders Committee benchmark report.
- ◆ Prepared a new agreement for property management services with RPM.

- ◆ Administered the City's Mobile home Park Rent Control Ordinance.
- ◆ Prepared a RFP and a new agreement to contract for consulting services to assist with Housing activities.
- ◆ Reconciled program loans related to the financial audit.
- ◆ Balanced the Housing Rent Revenue budget for FY 14-15.
- ◆ Received one loan payoff for FY 2014-15.
- ◆ Assisted with the preparation of the new zoning ordinance.
- ◆ Completed one subordination and processed one subordination request.
- ◆ In the process of creating a residential exterior improvement grant program for low-to-moderate income homeowners.

# **HOME INVESTMENT PARTNERSHIP PROGRAM**

The Housing Division is responsible for the administration of the State HOME/CALHOME Programs consistent with applicable Federal and State rules and regulations, as well as City Council policies and directives in order to improve the City's housing stock and promote home ownership.

## **MISSION STATEMENT**

To administer the City's State HOME/CALHOME Program consistent with applicable Federal and State rules and regulations, as well as City Council policies and directives in order to improve the City's housing stock and promote home ownership.

## **FY 2015-16 GOALS AND OBJECTIVES**

- ◆ To implement the City's State HOME program/CalHome program grant resources to finance approximately 6 new Housing Improvement Program (HIP) single-family housing rehabilitation project loans.
- ◆ To service the approximately \$11.675 million State HOME program/CalHome program loan portfolio.
- ◆ To continue to implement the new green building standards to the Housing Improvement Program.
- ◆ To update program manuals, as needed.
- ◆ To issue a RFP and enter into a new Agreement for Professional Services to provide consulting services for the State HOME Administrative and Program activities.
- ◆ To prepare and submit timely all State HOME program/CalHome program HCD annual financial and performance reporting documents.
- ◆ To comply with all applicable HCD directives with respect to the operation of the State HOME program/CalHome program.

## **FY 2014-15 MAJOR ACCOMPLISHMENTS**

- ◆ Advertised both programs via the tag line in utility billing and the local newspaper.
- ◆ Updated the Program manuals for the State HOME program/CalHome program.
- ◆ Prepared and submitted quarterly reports to HCD for both the State HOME program/CalHome program.

- ◆ Successfully completed HCD's annual review of both State HOME program/CalHome program grant.
- ◆ Reconciled program loans relative to the City's financial audit.
- ◆ Received 5 loan payoffs for FY 2014-15 and one interest only payment.
- ◆ Received the requested waiver for the Sales/Value limit (203b) to Housing and Community Development (HCD).

# **COMMUNITY DEVELOPMENT BLOCK GRANT**

The Housing Division is responsible for administering the City's annual CDBG Program consistent with applicable Federal rules and regulations, as well as City Council policies and directives.

## **MISSION STATEMENT**

To administer the City's annual Community Development Block Grant Program (CDBG) consistent with applicable Federal rules and regulations, as well as City Council policies and directives.

## **FY 2015-16 GOALS AND OBJECTIVES**

- ◆ To implement the City's \$517,709 CDBG Program for FY 2015-16.
- ◆ To administer and monitor all sub-recipient CDBG contracts.
- ◆ To continue to provide Fair Housing services through the Inland Fair Housing and Mediation Board.
- ◆ To develop and file with HUD the annual CDBG Action Plan and e-con planning suite for FY 2016-17.
- ◆ To prepare and submit timely to HUD all annual financial and performance reporting documents.
- ◆ To comply with all applicable HUD directives with respect to the operation of the CDBG program.
- ◆ To continue to participate with HUD training opportunities.
- ◆ To implement an Emergency Repairs Program (ERP) to assist up to 25 very low-income owner-occupied households.

## **FY 2014-15 MAJOR ACCOMPLISHMENTS**

- ◆ Administered the City's \$663,225 CDBG Program for FY 2014-15.
- ◆ Prepared with the CDBG Committee and the City Council the adoption of the City's CDBG program for FY 2015-16.
- ◆ Administered and monitored all sub-recipient CDBG contracts.

- ◆ Prepared a RFP and entered into an agreement for Professional Services to provide consulting services for the CDBG Program.
- ◆ Prepared and had adopted a Citizen Participation Plan.
- ◆ Prepared and had adopted a Limited Proficiency Plan.
- ◆ Developed and filed with HUD the new five year CDBG FY 2015-19 Consolidated Plan which consisted of two public hearings and 1 workshop.
- ◆ Implemented and Emergency Repair Program (ERP) which assisted 29 very low-income owner-occupied households.
- ◆ Continued to provide Fair Housing services through the Inland Fair Housing and Mediation Board.
- ◆ Prepared and filed with HUD all required financial and performance reporting documents.
- ◆ Prepared and submitted the year-end report (CAPER) for FY 2013-14 to HUD and received approval.
- ◆ Received HUD's favorable written approval with respect to the quality of the City's CDBG program operations.
- ◆ Continued to review the goals of the current Analysis of Impediments to Fair Housing Choice with the Inland Fair Housing and Mediation Board.



## **SUCCESSOR AGENCY ADMINISTRATION**

The Successor Agency Administration Division is responsible for providing for the administration and implementation of all wind-down activities related to the Successor Agency to the Upland Community Redevelopment Agency.

### **MISSION STATEMENT**

To provide for the administration and implementation of all wind-down activities related to the Successor Agency to the Upland Community Redevelopment Agency.

### **FY 2015-16 GOALS AND OBJECTIVES**

- ◆ To prepare Recognized Obligation Payment Schedule (ROPS) when required and submit to the Department of Finance and the County Auditor-Controller Office.
- ◆ To prepare RFPs for the disposition of Successor Agency properties (private reuse properties).
- ◆ To review proposal submittals for the sale of Successor Agency properties and provide a recommendation to the Oversight Board.
- ◆ To prepare purchase and sale agreements for Successor Agency properties.
- ◆ To continue to provide staff support for the Oversight Board with oral and written communication and reports.

### **FY 2014-15 MAJOR ACCOMPLISHMENTS**

- ◆ Prepared two final ROPS which were reviewed and approved by the Oversight Board, the Department of Finance, and the County Auditor-Controller.
- ◆ Conducted and held four Oversight Board meetings.
- ◆ Investigated a request to remove a Covenant on Successor Agency property.
- ◆ Prepared one Lease amendment.
- ◆ Reviewed loan agreements for continued term compliance.
- ◆ Accepted complete payment of the Grove Theater loan.

## 2015-2016 EXPENDITURE SUMMARY BY OBJECT CODE

### DEPARTMENT: *DEVELOPMENT SERVICES*

OBJECT CODE	EXPENSE CLASSIFICATION	2012-13 ACTUAL EXPENSE	2013-14 ACTUAL EXPENSE	2014-15 ADOPTED BUDGET	2015-16 ADOPTED BUDGET
4110	Buy Backs	\$ -	\$ 14,164	\$ 13,000	\$ 13,651
4111	Salaries - Full Time	825,632	980,069	1,126,454	1,229,516
4112	Salaries - Temporary/Part Time	108,046	73,129	69,523	138,961
4113	Overtime	2,104	7,081	12,800	20,000
4115	Compensated Absences	165,458	-	-	-
4116	Fringe Benefits	198,684	181,992	242,670	257,109
4117	Retirement Contributions	195,806	189,402	272,375	313,819
<b>TOTAL SALARIES &amp; BENEFITS</b>		<b>\$ 1,495,730</b>	<b>\$ 1,445,837</b>	<b>\$ 1,736,822</b>	<b>\$ 1,973,056</b>
4211	Postage	\$ 295	\$ 1,085	\$ 3,400	\$ 3,300
4212	Advertising	6,742	9,369	11,000	21,585
4213	Dues & Subscriptions	1,967	635	4,680	3,701
4215	Training/Conferences/Meetings	8,206	2,357	8,200	6,900
4216	Office Supplies	2,729	3,955	5,550	7,300
4217	Other Supplies/Materials	4,253	3,094	5,353	4,350
4218	Uniform Expense	281	233	1,600	1,000
4220	Fuel Usage	7,526	2,933	7,950	4,500
4221	Mileage Reimbursement	-	-	250	-
4222	Print/Mail Charges	3,053	2,277	16,600	-
4223	Information Systems Charges	24,996	38,360	294,755	100,952
4224	Vehicle Charges	-	-	6,243	7,992
4231	Office Equipment (Under \$5,000)	-	-	-	-
4232	Computer Equipment (Under \$5,000)	-	-	-	-
4233	Other Equipment (Under \$5,000)	-	-	-	-
4241	Utilities - Electric	81	140	-	-
4242	Utilities - Gas	-	-	-	-
4243	Utilities - Telephone	5,275	533	5,130	-
4244	Utilities - Water	-	-	-	-
4245	Maintenance - Buildings/Structures/Grounds	34,228	28,379	93,000	3,000
4246	Maintenance - Equipment	-	-	-	-
4247	Maintenance - Vehicles	7,021	2,751	-	-
4251	Legal Services	86,544	15,969	105,000	35,457
4252	Professional Services	387,894	529,188	909,680	1,004,340
4253	Contract Services	62,760	-	64,760	154,760
4254	Data Processing Services	175	-	-	-
4255	Banking Services	24,401	31,893	53,093	53,100
4258	Other Services	1,855,636	1,774,888	2,677,281	1,997,466
4273	Workers Compensation Charges	42,800	40,790	60,275	101,558
4274	Unemployment Charges	1,700	2,650	-	-
4275	Long-Term Disability Charges	3,040	2,050	-	-
4276	Liability Charges	35,290	53,420	97,752	-
4277	Loss Prevention Charges	3,550	3,680	-	-
4296	RDA Pass-Through Expense	-	-	131,349	42,961
4297	Other Expenses	613,083	-	-	-
4302	Loans	315,405	338,262	1,545,347	1,487,938
4303	DDA/OPA	-	-	-	-
4304	Contributions	12,000	2,996	-	-
4305	Emergency Repairs Program	109,870	9,928	75,000	125,000
4308	Renu Program	81,875	-	-	-
4309	First Time Home Buyer Program	-	-	371,250	30,000
4313	Program Income	36,475	48,243	297,500	-
4314	HIP Loans	-	-	-	946,250
4315	FTHB Loans	-	-	-	1,062,250
4316	TBRA Loans	-	-	-	200,000
4324	Other Post-Employment Benefits	3,760	7,120	9,786	12,333
4421	Lease Principal Expense	31,565	15,358	12,900	-
4424	Bond Principal Payment	-	-	1,311,582	1,995,000
4425	Bond Interest Expense	1,580,410	898,497	1,995,000	2,130,919
<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>		<b>\$ 5,394,885</b>	<b>\$ 3,871,033</b>	<b>\$ 10,181,266</b>	<b>\$ 11,543,912</b>
4521	Land	\$ -	\$ -	\$ 575,000	\$ 575,000
4527	Buildings	434,516	-	-	-
4530	Machinery & Equipment	38,313	-	-	-
XXXX	Capital Improvement Projects	48,661	160,778	229,022	483,437
<b>TOTAL CAPITAL PROJECTS &amp; EQUIPMENT</b>		<b>\$ 521,490</b>	<b>\$ 160,778</b>	<b>\$ 804,022</b>	<b>\$ 1,058,437</b>
<b>TOTAL EXPENDITURES</b>		<b>\$ 7,412,105</b>	<b>\$ 5,477,648</b>	<b>\$ 12,722,110</b>	<b>\$ 14,575,405</b>

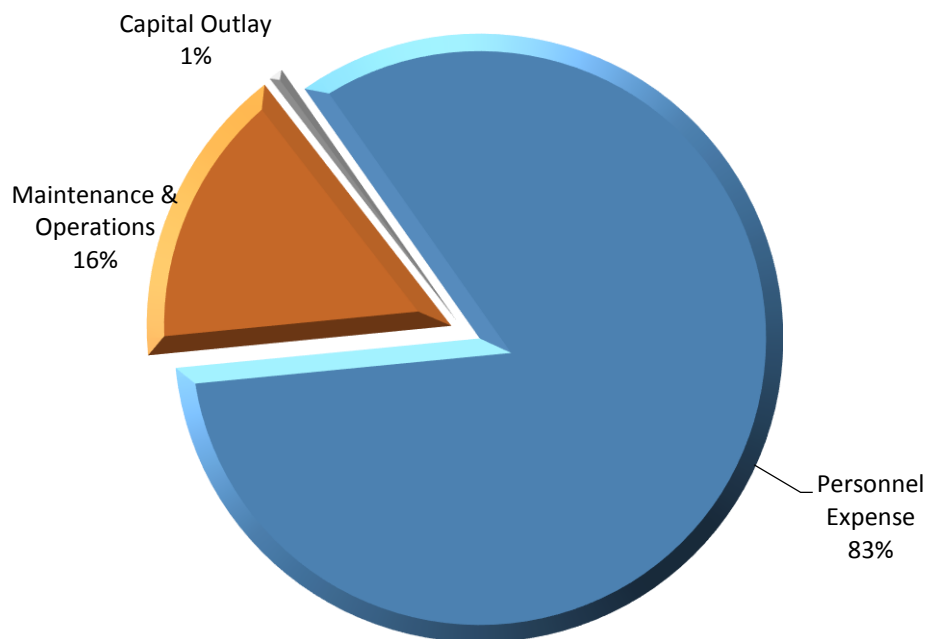
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# FIRE DEPARTMENT

## MISSION STATEMENT

To provide an “all risk” level of emergency service for the cities of Upland and Montclair through the “Fire Administration Merger and Service Boundary Expansion Agreement”. Fire personnel will dedicate themselves to protecting life, property, and the environment.

## Expenditures by Category



	2012-13 ACTUAL EXPENSE	2013-14 ACTUAL EXPENSE	2014-15 ADOPTED BUDGET	2015-16 ADOPTED BUDGET
<b>EXPENSE CLASSIFICATION</b>				
PERSONNEL EXPENSE	\$ 8,039,507	\$ 8,120,393	\$ 8,346,149	\$ 8,633,381
MAINTENANCE & OPERATIONS	1,444,317	1,689,293	2,101,879	1,665,799
CAPITAL OUTLAY	19,351	3,488	89,181	80,000
CAPITAL IMPROVEMENT PROJECTS	-	-	-	-
<b>TOTAL BUDGET</b>	<b>\$ 9,503,175</b>	<b>\$ 9,813,174</b>	<b>\$ 10,537,209</b>	<b>\$ 10,379,180</b>

	2012-13 ACTUAL EXPENSE	2013-14 ACTUAL EXPENSE	2014-15 ADOPTED BUDGET	2015-16 ADOPTED BUDGET
<b>FUNDING SOURCES*</b>				
GENERAL FUND	\$ 9,462,079	\$ 9,807,543	\$ 10,537,209	\$ 10,379,180
OTHER GRANTS	21,930	2,143	-	-
HOMELAND SECURITY GRANTS - FIRE	19,166	3,488	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 9,503,175</b>	<b>\$ 9,813,174</b>	<b>\$ 10,537,209</b>	<b>\$ 10,379,180</b>

\*Starting FY 14/15, salaries and benefits were recorded in the fund to eliminate transfers.

## ADMINISTRATION

Administration is responsible for establishing policy, planning operations, monitoring budgets, evaluating operational effectiveness and implementing improvements. This area continually focuses upon the Department's effectiveness in managing the City's fire protection system in order to minimize loss of life, property, personal injury and environmental damage from fire, accident, medical, and hazardous materials-related emergencies.

## OPERATIONS AND EMERGENCY SERVICES

Operations and Emergency Services are responsible for responding to and effectively mitigating fire, medical, and accident emergencies. It is also responsible for evaluating its preparedness status, evaluating building and other emergency problems, and planning mitigation tactics.

## FIRE PREVENTION

Fire Prevention is responsible for developing and implementing programs and requirements that prevent or reduce the magnitude of emergency occurrences, such as loss of life and property, personal injury, or environmental damage. It also includes the evaluation of emergency access, building evacuation, confinement of fires, and potential for hazardous materials releases.

## EMERGENCY MEDICAL SERVICES

The Upland Fire Department has been a provider of emergency paramedic services since December 2002. The Fire Department continues to deliver the highest possible level of basic and advanced life support through its paramedic program, personnel, training, and delivery.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 ADOPTED	2015-16 ADOPTED
<b>FIRE</b>				
FIRE CHIEF	1.00	1.00	1.00	1.00
DEPUTY FIRE CHIEF	0.00	0.00	2.00	2.00
BATTALION CHIEF	3.00	3.00	1.00	1.00
FIRE CAPTAIN	13.00	12.00	12.00	12.0
FIRE ENGINEER	12.00	12.00	12.00	12.0
FIRE FIGHTER	12.00	12.00	12.00	12.0
FLIGHT PARAMEDIC	2.00	2.00	2.00	2.00
FLIGHT NURSE	4.00	4.00	4.00	4.00
DEPUTY FIRE MARSHAL	0.00	0.00	0.00	1.00
FIRE INSPECTOR/INVESTIGATOR	2.00	2.00	2.00	1.00
SENIOR ADMIN ASSISTANT	0.00	0.00	0.00	1.00
ADMINISTRATIVE ASSISTANT I	1.00	1.00	1.00	0.00
<b>TOTAL DEPARTMENT</b>	<b>50.00</b>	<b>49.00</b>	<b>49.00</b>	<b>49.00</b>

## **FY 2015-2016 GOALS AND OBJECTIVES**

- ◆ To respond quickly and safely to emergency incidents, provide the highest level of service by maintaining safe staffing levels, assuring that fire stations remain open and fire apparatus are consistently in a state of good repair so as to minimize the loss of life, damage to property, and economic impact to the community.
- ◆ To provide the best emergency medical support system possible to the residents and visitors of by providing the most up-to-date medical equipment and EMT/Paramedic training.
- ◆ To promote fire and life safety in the community by making fire and life safety educational presentations at public and private schools, businesses, community service group meetings and fire station tours.
- ◆ To pursue grant opportunities in order to provide alternate funding.
- ◆ To recruit and train Reserve Firefighters in order to provide potential future hiring candidates.
- ◆ To provide paramedic bicycle response teams for rapid response to and mitigation of emergency incidents.
- ◆ To continue training in Hazardous Materials, Technical Rescue, and Confined Space Rescue Operations in order to provide response levels appropriate with state and federal regulations.
- ◆ To promote the protection of life, property and the environment from the effects of fire and other hazardous events through education, engineering and enforcement, and to provide for the investigation of all fires, as well as investigative support to other departments and agencies.
- ◆ To provide air medical transport for trauma and critically ill patients.

<b>PERFORMANCE MEASUREMENTS</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ACTUAL</b>	<b>2014-15 PROJECTED</b>	<b>2015-16 TARGET</b>
Sponsor annual open house event	NO	NO	YES	YES
Percentage of fire and life safety inspections for new and tenant improvement construction within 2 days of request	100%	100%	100%	100%
Percentage of mutli-family apartment occupancies inspected annually	50%	70%	80%	70%
Percentage of elementary schools inspected annually	100%	100%	100%	100%
Average response time in minutes (EMS)	UNK	UNK	4-9	4-9
Average response time in minutes (Fire)	UNK	UNK	4-9	4-9

## **FY 2014-2015 MAJOR ACCOMPLISHMENTS**

- ◆ Successfully completed 12-months of the 24-month pilot program regarding merged fire administration and border drops with Montclair Fire Department.
- ◆ Successfully transferred to a regional fire dispatch center with automatic vehicle location system.
- ◆ Obtained grant monies to replace radios and scanners.
- ◆ Highly involved in community activities through Upland School District, Upland Leadership Academy, and non-profit organizations.
- ◆ No full-time personnel layoffs.

## 2015-2016 EXPENDITURE SUMMARY BY OBJECT CODE

### DEPARTMENT: FIRE

OBJECT CODE	EXPENSE CLASSIFICATION	2012-13 ACTUAL EXPENSE	2013-14 ACTUAL EXPENSE	2014-15 ADOPTED BUDGET	2015-16 ADOPTED BUDGET
4110	Buy Backs	\$ -	\$ 33,169	\$ 38,000	\$ 39,900
4111	Salaries - Full Time	524,643	646,250	675,718	701,258
4112	Salaries - Temporary/Part Time	111,494	68,525	105,505	54,519
4113	Overtime	244,820	231,100	185,302	190,000
4115	Compensated Absences	54,874	-	-	-
4116	Fringe Benefits	110,426	118,107	105,429	109,671
4117	Retirement Contributions	129,203	136,055	154,557	180,342
4121	Salaries - Sworn Fire	3,737,931	4,156,625	4,303,616	4,335,686
4123	Overtime - Sworn Fire	846,532	755,680	716,000	750,000
4125	Compensated Absences - Sworn Fire	420,833	46,406	-	-
4126	Fringe Benefits - Sworn Fire	512,780	546,052	546,413	558,141
4127	Retirement Contributions - Sworn Fire	1,345,970	1,374,847	1,515,609	1,713,862
4131	Salaries - Sworn Police	-	-	-	-
4132	Other/Misc	-	-	-	-
4133	Overtime - Sworn Police	-	-	-	-
4134	Overtime (Flsa)- Sworn Police	-	-	-	-
4135	Compensated Absences - Sworn Police	-	-	-	-
4136	Fringe Benefits - Sworn Police	-	-	-	-
4137	Retirement Contributions - Sworn Police	-	7,577	-	-
<b>TOTAL SALARIES &amp; BENEFITS</b>		<b>\$ 8,039,506</b>	<b>\$ 8,120,393</b>	<b>\$ 8,346,149</b>	<b>\$ 8,633,379</b>
4213	Dues & Subscriptions	\$ 4,697	\$ 10,131	\$ 98,675	\$ 105,423
4215	Training/Conferences/Meetings	20,378	22,128	38,122	45,758
4216	Office Supplies	3,136	3,600	9,728	11,005
4217	Other Supplies/Materials	73,681	53,885	74,747	99,460
4218	Uniform Expense	51,559	39,440	53,300	74,750
4220	Fuel Usage	65,774	64,338	39,387	43,900
4222	Print/Mail Charges	5,861	2,163	1,186	-
4223	Information Systems Charges	54,789	39,166	71,369	108,119
4224	Vehicle Charges	-	-	109,029	366,190
4225	Building Maintenance & Operations Charges	-	-	68,770	128,922
4232	Computer Equipment (Under \$5,000)	3,807	-	-	-
4233	Other Equipment (Under \$5,000)	7,809	5,272	11,500	24,401
4241	Utilities - Electric	60,586	58,568	71,520	71,700
4242	Utilities - Gas	9,724	10,795	9,823	9,950
4243	Utilities - Telephone	21,601	16,714	19,393	-
4244	Utilities - Water	-	-	-	-
4245	Maintenance - Buildings/Structures/Grounds	4,565	8,133	-	-
4246	Maintenance - Equipment	43,829	38,941	40,914	46,452
4247	Maintenance - Vehicles	122,237	155,517	-	-
4248	Maintenance - Other	2,499	1,738	-	-
4252	Professional Services	960	26,885	18,476	39,696
4253	Contract Services	404,014	418,558	406,668	414,282
4258	Other Services	18,229	21,617	45,553	5,000
4273	Workers Compensation Charges	149,040	267,100	348,511	70,793
4274	Unemployment Charges	5,330	17,340	-	-
4275	Long-Term Disability Charges	11,880	13,390	-	-
4276	Liability Charges	258,780	351,270	557,278	-
4277	Loss Prevention Charges	25,090	32,460	7,930	-
4421	Lease Principal Expense	14,463	10,144	-	-
<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>		<b>\$ 1,444,318</b>	<b>\$ 1,689,293</b>	<b>\$ 2,101,879</b>	<b>\$ 1,665,801</b>
4530	Machinery & Equipment	\$ 19,351	\$ 3,488	\$ 89,181	\$ 80,000
<b>TOTAL CAPITAL PROJECTS &amp; EQUIPMENT</b>		<b>\$ 19,351</b>	<b>\$ 3,488</b>	<b>\$ 89,181</b>	<b>\$ 80,000</b>
<b>TOTAL EXPENDITURES</b>		<b>\$ 9,503,175</b>	<b>\$ 9,813,174</b>	<b>\$ 10,537,209</b>	<b>\$ 10,379,180</b>



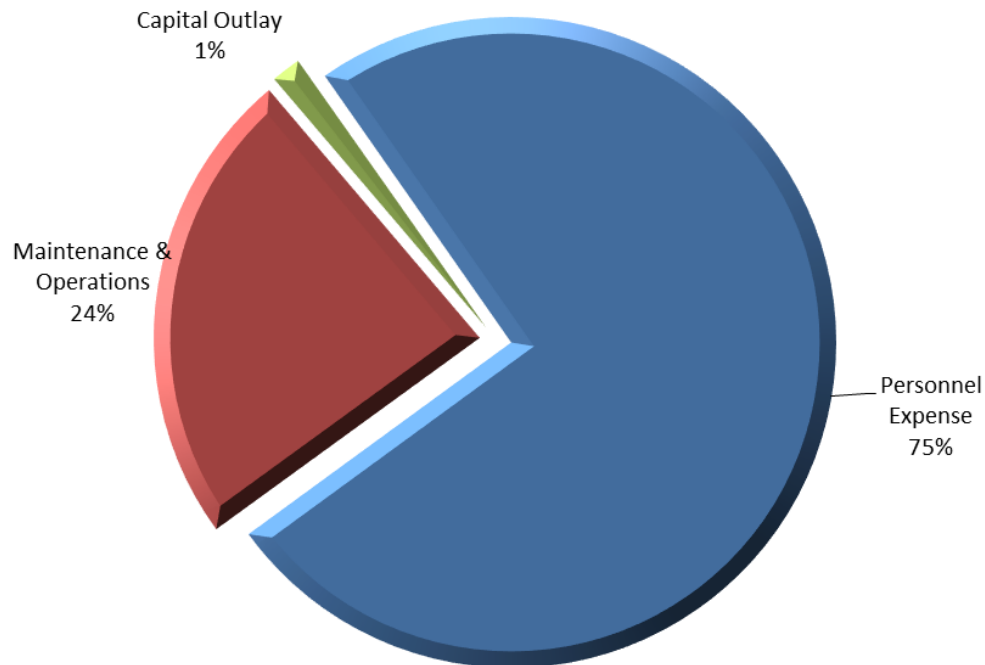
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# POLICE DEPARTMENT

## MISSION STATEMENT

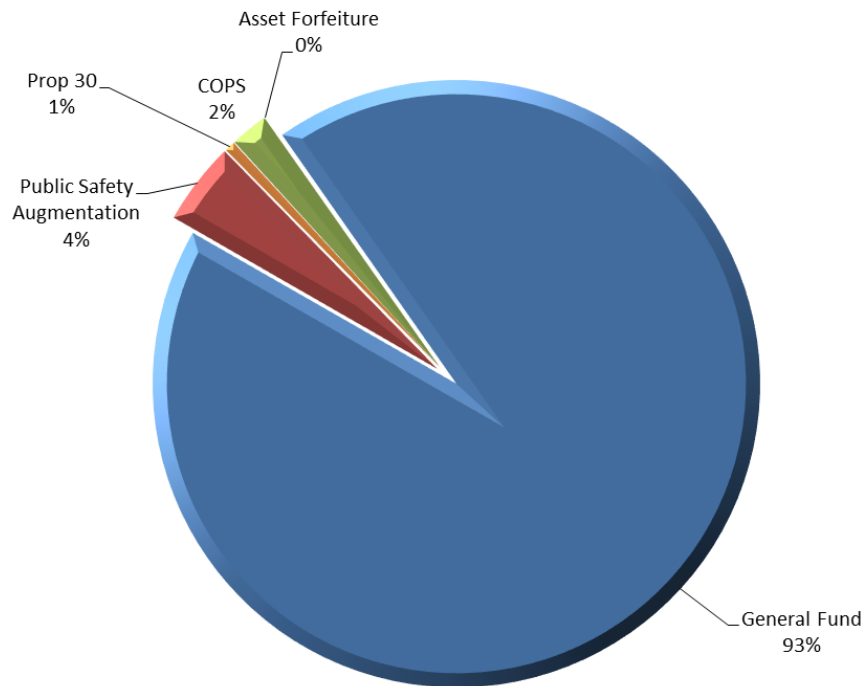
To maintain public order by following established ethical and constitutional guidelines in providing a safe and peaceful environment for the citizens of the community. To protect people and property through the effective and fiscally responsible use of police resources.

## Expenditures by Category



	2012-13 ACTUAL EXPENSE	2013-14 ACTUAL EXPENSE	2014-15 ADOPTED BUDGET	2015-16 ADOPTED BUDGET
<b>EXPENSE CLASSIFICATION</b>				
PERSONNEL EXPENSE	\$ 14,556,120	\$ 13,336,688	\$ 13,616,413	\$ 13,894,753
MAINTENANCE & OPERATIONS	2,441,030	2,856,825	3,273,342	4,434,595
CAPITAL OUTLAY	51,917	-	-	272,025
CAPITAL IMPROVEMENT PROJECTS	-	-	-	-
<b>TOTAL BUDGET</b>	<b>\$ 17,049,067</b>	<b>\$ 16,193,513</b>	<b>\$ 16,889,755</b>	<b>\$ 18,601,373</b>

## Expenditures by Funding Source



	2012-13 ACTUAL EXPENSE	2013-14 ACTUAL EXPENSE	2014-15 ADOPTED BUDGET	2015-16 ADOPTED BUDGET
<b>FUNDING SOURCES*</b>				
GENERAL FUND	\$ 16,109,333	\$ 14,984,539	\$ 16,035,555	\$ 17,298,148
PUBLIC SAFETY AUGMENTATION	727,475	768,740	725,000	815,000
HOMELAND SECURITY GRANTS	8,299	75,692	-	-
PROPOSITION 30	-	75,920	-	103,000
COPS	60,566	153,829	119,000	375,025
OFFICE OF TRAFFIC SAFETY	64,740	101,681	-	-
LOCAL LAW ENFORCEMENT BLOCK GRANT	10,835	3,680	-	-
ASSET FORFEITURE	67,819	29,432	10,200	10,200
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 17,049,067</b>	<b>\$ 16,193,513</b>	<b>\$ 16,889,755</b>	<b>\$ 18,601,373</b>

\*Starting FY 14/15, salaries and benefits were recorded in the fund to eliminate transfers.

## OPERATIONS DIVISION

The Operations Division provides direct law enforcement services to the community through the Patrol Division, Dispatch Center and Traffic Unit. The City of Upland is segmented into four Patrol Beats, each with one to three assigned Patrol Officers. Each shift is under the overall command of a Watch Commander (Lieutenant or Sergeant) and includes a minimum of six Officers and a Field Supervisor (Sergeant). The Traffic Unit consists of four Motor Officers. Their primary duties include traffic enforcement, traffic accident investigation, and grant funded traffic activities such as DUI checkpoints, DUI saturation patrols, and distracted driver

enforcement. The School Resource Officer (SRO), who primarily works at Upland High School, is also assigned to the Operations Division.

## **ADMINISTRATIVE SERVICES**

The Administrative Services Division oversees the administrative duties of the Department. This consists of the Records Division, Fiscal Services (Budget, Grants, Facilities Maintenance, Purchasing, Accounts Payable, False Alarm Program, Cadet Program, and Volunteers Program.) The Backgrounds and Training Officer, assigned to handle recruitment, training, and background investigations of all police department employee candidates, is also assigned to this division.

## **INVESTIGATIONS BUREAU**

The Investigations Bureau, consisting of the Detective Unit, Narcotics, Forensics & Evidence, and the Impact Team, is tasked with investigating all major crimes, all crime requiring special attention and/or lengthy investigation, crime scene processing/photography and evidence storage. Criminal investigations concerning vice and narcotics are the responsibility of the Narcotics Task Force. The Investigations Bureau Commander also handles internal affairs investigations.

## **CODE ENFORCEMENT**

The Code Enforcement Division is responsible for maintaining the City's motto, "The City of Gracious Living." Code Enforcement is tasked with the responsibility of protecting property values and eliminating blight through the use of the City's Municipal Code.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 ADOPTED	2015-16 ADOPTED
<b>POLICE</b>				
CHIEF OF POLICE	1.00	1.00	1.00	1.00
POLICE CAPTAIN	1.00	1.00	2.00	2.00
POLICE LIEUTENANT	5.00	5.00	4.00	4.00
POLICE SERGEANT	8.00	8.00	8.00	8.00
POLICE DETECTIVE	9.00	9.00	9.00	9.00
POLICE OFFICER	46.00	46.00	46.00	46.00
POLICE DISPATCH SUPERVISOR	1.00	1.00	1.00	1.00
POLICE DISPATCHER II	12.00	12.00	12.00	12.00
FORENSIC SPECIALIST	1.00	1.00	1.00	1.00
SENIOR ADMINISTRATIVE ASSISTANT	1.00	1.00	1.00	1.00
ADMINISTRATIVE ASSISTANT II	0.50	0.50	0.50	1.00
POLICE RECORDS SPECIALIST II	7.00	7.00	6.00	6.00
POLICE RECORDS SPECIALIST I	0.00	0.00	1.00	1.00
CODE ENFORCEMENT	0.00	0.00	0.00	3.00
<b>TOTAL DEPARTMENT</b>	<b>92.50</b>	<b>92.50</b>	<b>92.50</b>	<b>96.00</b>

## **FY 2015-16 GOALS AND OBJECTIVES**

- ◆ To work with the community in identifying and solving problems.
- ◆ To utilize available grant funding to purchase advanced technology items, such as Automated License Plate Readers, with the goal of enhancing public safety service to the citizens of Upland.
- ◆ To evaluate the effectiveness of deployed resources on an on-going basis to ensure the most effective use of the resources provided by the Police Department.
- ◆ To protect the community from gang activity and graffiti through the efforts of Upland IMPACT and other members of the Department by participating in regional enforcement of gang and graffiti violations, the Graffiti Reward Program, a graffiti/tagger database, proactive gang enforcement, and by participating in countywide SMASH operations.
- ◆ To provide and utilize an effective and professional Reserve Police Officer program that supports the goals of the Department and community through service on patrol, at special events, and conducting holiday patrol.
- ◆ To promote the safe movement of vehicles and pedestrians throughout the City by educating the motoring public and by enforcing traffic laws to reduce motor vehicle collisions.
- ◆ To keep pace, through ongoing training, with the technological advances in computers (laptop and handheld), and telecommunication devices such as smart phones and PDA devices; to maintain the Computer Forensics Laboratory to sufficiently keep up with new technology.
- ◆ To engage the community in cooperative programs such as Volunteers In Police Service (VIPS), the Citizens Academy and the School Resource Officer (SRO).
- ◆ In conjunction with the Planning and the Building Divisions, to begin development of a community education outreach program to foster a better understanding of the Municipal Code in the City.
- ◆ To continue to implement the Administrative Citation Ordinance, thereby expediting code compliance.

<b>PERFORMANCE MEASUREMENTS</b>	<b>ACTUAL 2012-13</b>	<b>ACTUAL 2013-14</b>	<b>ACTUAL 2014-2015</b>	<b>TARGET 2015-16</b>
Percentage compliance with POST and STC requirements	100%	100%	100%	100%
Number of forensic computer and cell phone examinations (approx. 12 man hours per examination)	58	50	48	50
Number of total patrol calls	70,871	67,165	69,585	70,000
Number of injury traffic collisions	417	396	412	400
Number of Reserve volunteer hours	1,742	1,430	1,250	1,250
Number of VIPS volunteer hours	3,521	3,045	3,100	3,100
Number of Graffiti Reward Program	3	9	9	10
Number of Intersections equipped with automated license plate readers	0	0	3	4
Number of code enforcement cases resolved	750	800	1,001	1,200
Inspections	4,858	4,625	5,087	4,800
Notice of Vacate	30	28	46	25
Citations	23	33	30	75
Administrative Citations	N/A	N/A	95	100
Cases filed	22	23	10	5
Abatements	811	767	1,001	800
City Prosecutor Conferences	22	31	10	15
Court	59	40	20	5
Signs	3,653	3,700	3,700	2,500
Carts	384	500	62	100

## **FY 2014-15 MAJOR ACCOMPLISHMENTS**

- ◆ Prepared applications and received awards for the following grants throughout the year:
  - \$ 13,991 - 2014 Justice Assistance Grant
  - \$ 33,500 - 2014 Sobriety Checkpoint Grant
  - \$ 90,159 - 2014 Selective Traffic Enforcement Program Grant
  - \$118,673 - FY14/15 State COPS Funding
  - \$ 18,138 - 2014 Homeland Security Grant
  
- ◆ Continued to participate in the Southern California Internet Crimes Against Children Task Force in August 2013. This is a nationwide program funded by the U.S. Department of Justice and is one of 61 nationally coordinated task forces. This gives UPD Investigators access to free training, resources and support to investigate on-line sexual predators.
  
- ◆ Continued use of Volunteers in Police Service (VIPS) provided valuable assistance to the Patrol, Records, and Investigations Division by monitoring foreclosed homes and abandoned properties, conducting vacation checks on resident's homes, and filing records. VIPS donated over 3,000 hours to the Police Department.
  
- ◆ Participated in the National Night Out nationwide event in August.
  
- ◆ Participated in the Holiday Miracles program held at the Colonies Shopping Center. Holiday Miracles partnered with law enforcement agencies, charities, and local businesses providing approximately 200 local disadvantaged children with \$200 in new clothes and toys.
  
- ◆ On-going outsourcing of the False Alarm Billing program with an outside vendor in a zero-cost revenue sharing program continues to result in efficient and effective revenue collections from resulting fines, and maintains updated contact information for participating households and businesses.
  
- ◆ Participated in the DEA sponsored Got Drugs? National Prescription Drug Take-Back Initiative to safely dispose of surplus and unused prescription drugs.
  
- ◆ Ran a session of the Citizens Academy for over a dozen Upland residents.
  
- ◆ Purchased Automated License Plate Readers (ALPR's) for four Upland intersections using a combination of grant and COPS funds.
  
- ◆ Utilizing the Selective Traffic Enforcement Grant, conducted 9 DUI saturation patrols, 10 Traffic Enforcement operations, and 8 Distracted Driver operations resulting in 7 DUI arrests,

3 other criminal arrests, 19 citations for unlicensed/suspended drivers, 629 other citations, and 19 vehicles being impounded for 30 days.

- ◆ Utilizing the DUI Checkpoint grant, conducted 4 DUI checkpoints which resulted in 7 DUI arrests, 7 other criminal arrests, 66 citations for unlicensed/suspended drivers, 11 other citations, 14 vehicle being for 30 days and 16 vehicles towed for other violations.
- ◆ Performed 5,087 code inspections, posted 46 Notices to Vacate, closed 1,001 abatements and removed 1,480 signs.
- ◆ Continued to implement the Administrative Citation process and prepared 95 citations.
- ◆ Entered into a new Professional Services Agreement for graffiti removal services and continued to implement the temporary sign enforcement program.
- ◆ Created a code enforcement brochure for distribution.
- ◆ Spearheaded the actions to close 12 of 16 medical marijuana dispensaries.



## 2015-2016 EXPENDITURE SUMMARY BY OBJECT CODE

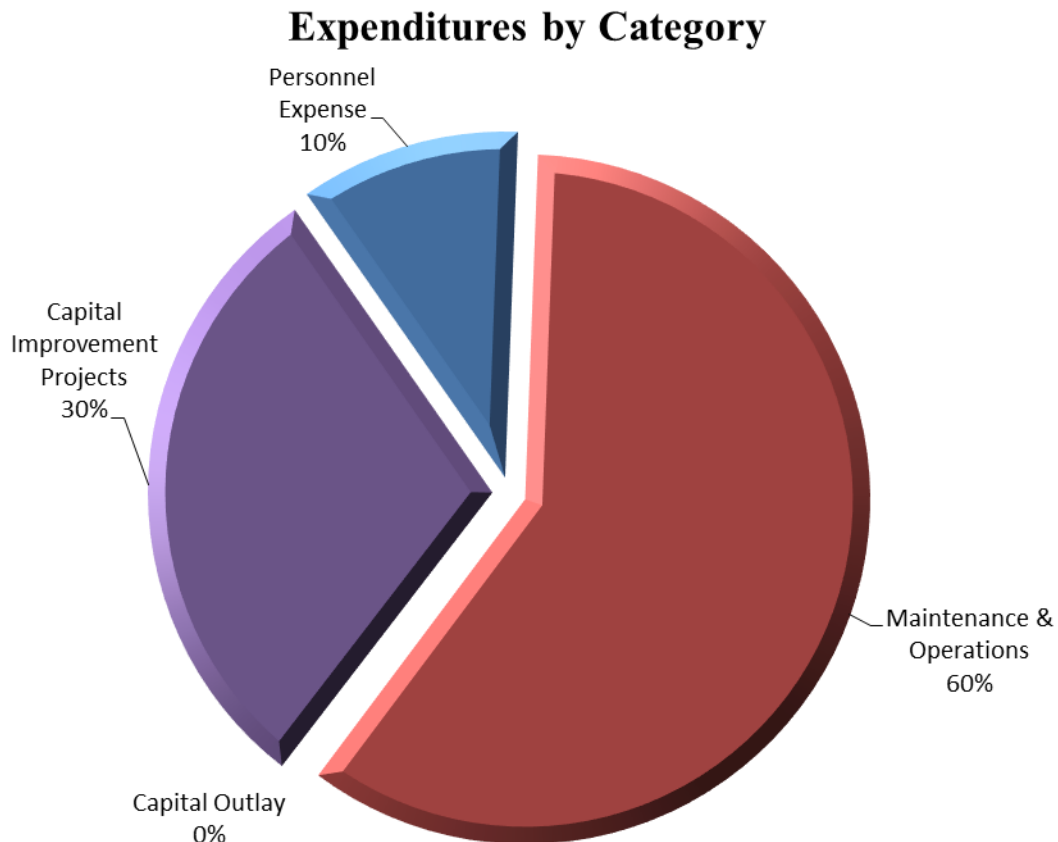
### DEPARTMENT: POLICE

OBJECT CODE	EXPENSE CLASSIFICATION	2012-13 ACTUAL EXPENSE	2013-14 ACTUAL EXPENSE	2014-15 ADOPTED BUDGET	2015-16 ADOPTED BUDGET
4110	Buy Backs	\$ -	\$ 89,107	\$ 84,000	\$ 88,200
4111	Salaries - Full Time	1,186,092	1,307,795	1,295,668	1,297,753
4112	Salaries - Temporary/Part Time	117,914	140,939	182,636	358,943
4113	Overtime	79,853	113,886	86,200	86,200
4115	Compensated Absences	270,651	-	-	-
4116	Fringe Benefits	315,876	277,978	302,490	306,740
4117	Retirement Contributions	254,554	249,274	294,372	338,973
4131	Salaries - Sworn Police	6,517,964	6,989,895	7,126,526	7,016,007
4133	Overtime - Sworn Police	707,742	771,877	643,000	479,643
4135	Compensated Absences - Sworn Police	1,503,317	-	-	-
4136	Fringe Benefits - Sworn Police	1,108,142	1,099,416	1,086,136	1,121,106
4137	Retirement Contributions - Sworn Police	2,494,015	2,296,521	2,515,385	2,801,188
<b>TOTAL SALARIES &amp; BENEFITS</b>		<b>\$ 14,556,120</b>	<b>\$ 13,336,688</b>	<b>\$ 13,616,413</b>	<b>\$ 13,894,753</b>
4211	Postage	\$ 174	\$ 693	\$ 1,250	\$ 1,250
4213	Dues & Subscriptions	9,401	7,008	8,960	14,160
4214	Training - Post	51,643	35,932	40,000	-
4215	Training/Conferences/Meetings	7,664	6,601	16,810	51,610
4216	Office Supplies	10,524	10,803	13,150	13,150
4217	Other Supplies/Materials	89,221	22,544	46,940	121,940
4218	Uniform Expense	5,181	4,702	12,950	13,350
4220	Fuel Usage	185,788	178,978	199,000	211,460
4222	Print/Mail Charges	-	-	4,743	-
4223	Information Systems Charges	56,451	70,983	119,553	365,334
4224	Vehicle Charges	-	-	200,781	86,334
4225	Building Maintenance & Operations Charges	-	-	129,309	132,368
4231	Office Equipment (Under \$5,000)	-	666	250	250
4232	Computer Equipment (Under \$5,000)	3,808	16,137	119,000	119,000
4233	Other Equipment (Under \$5,000)	19,812	26,950	25,652	24,772
4241	Utilities - Electric	98,626	99,502	118,000	126,260
4242	Utilities - Gas	12,142	17,165	16,000	17,120
4243	Utilities - Telephone	101,447	79,223	75,000	-
4245	Maintenance - Buildings/Structures/Grounds	57,819	69,231	-	-
4246	Maintenance - Equipment	8,768	744	3,100	5,700
4247	Maintenance - Vehicles	225,341	185,736	-	-
4248	Maintenance - Other	103	722	-	-
4251	Legal Services	58,931	53,519	60,000	60,000
4252	Professional Services	-	18,763	10,720	-
4253	Contract Services	246,724	263,298	212,920	320,812
4255	Banking Services	1,367	2,494	1,500	1,700
4258	Other Services	173,921	382,065	452,165	832,267
4273	Workers Compensation Charges	329,590	379,860	501,428	1,006,747
4274	Unemployment Charges	22,640	29,600	-	-
4275	Long-Term Disability Charges	24,030	19,050	-	-
4276	Liability Charges	429,820	552,600	869,559	909,011
4277	Loss Prevention Charges	52,810	46,160	-	-
4297	Other Expenses	3,000	2,500	-	-
4421	Lease Principal Expense	154,284	43,640	14,600	-
<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>		<b>\$ 2,441,030</b>	<b>\$ 2,627,869</b>	<b>\$ 3,273,340</b>	<b>\$ 4,434,595</b>
4530	Machinery & Equipment	\$ 18,580	\$ 217,378	\$ -	\$ 272,025
4531	Vehicles	33,337	11,578	-	-
<b>TOTAL CAPITAL PROJECTS &amp; EQUIPMENT</b>		<b>\$ 51,917</b>	<b>\$ 228,956</b>	<b>\$ -</b>	<b>\$ 272,025</b>
<b>TOTAL EXPENDITURES</b>		<b>\$ 17,049,067</b>	<b>\$ 16,193,513</b>	<b>\$ 16,889,753</b>	<b>\$ 18,601,373</b>

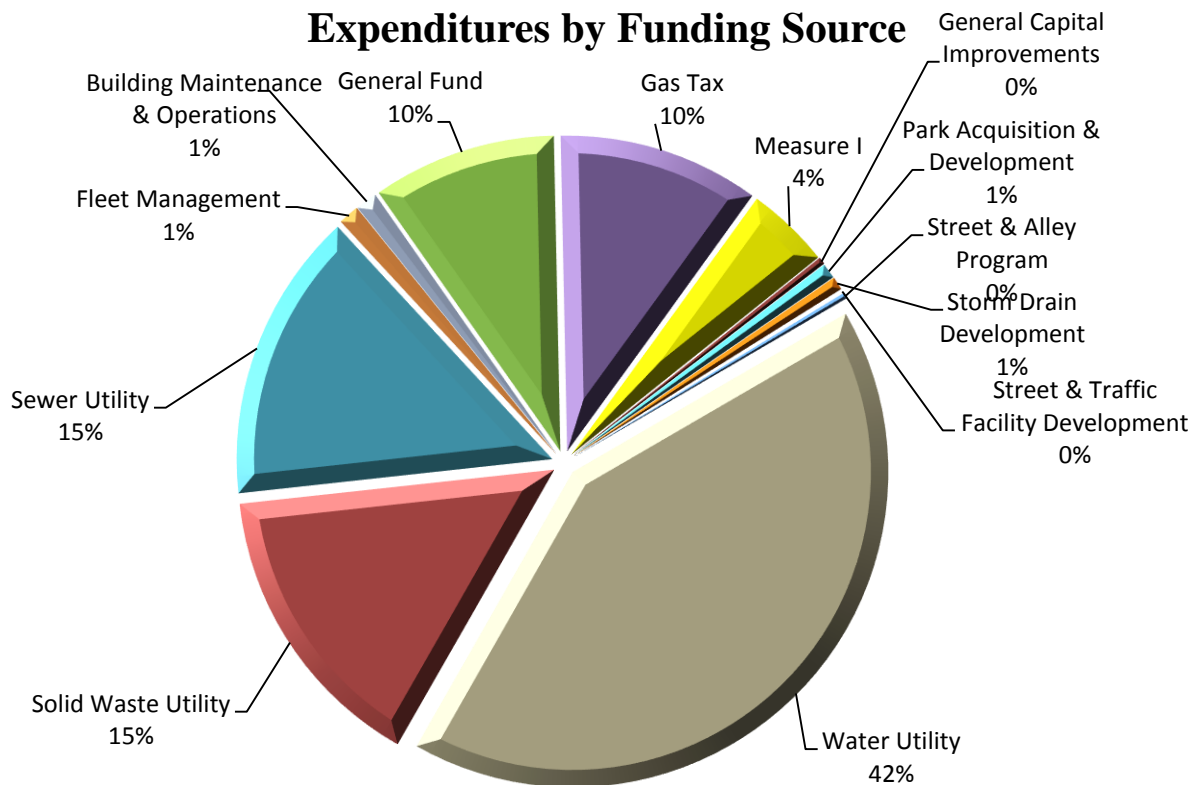
# PUBLIC WORKS

## MISSION STATEMENT

To preserve and enhance Upland's resources for future generations; to be a responsible custodian of the community's infrastructure; and to provide responsive, courteous, and cost-effective customer care.



	2012-13 ACTUAL EXPENSE	2013-14 ACTUAL EXPENSE	2014-15 ADOPTED BUDGET	2015-16 ADOPTED BUDGET
<b>EXPENSE CLASSIFICATION</b>				
PERSONNEL EXPENSE	\$ 5,317,439	\$ 4,599,719	\$ 6,280,060	\$ 6,829,228
MAINTENANCE & OPERATIONS	29,882,695	32,259,294	37,067,511	39,492,458
CAPITAL OUTLAY	-	5,835	171,000	151,031
CAPITAL IMPROVEMENT PROJECTS	9,403,922	1,317,324	16,856,294	19,744,704
<b>TOTAL BUDGET</b>	<b>\$ 44,604,056</b>	<b>\$ 38,182,172</b>	<b>\$ 60,374,865</b>	<b>\$ 66,217,421</b>



	2012-13 ACTUAL EXPENSE	2013-14 ACTUAL EXPENSE	2014-15 ADOPTED BUDGET	2015-16 ADOPTED BUDGET
<b>FUNDING SOURCES*</b>				
GENERAL FUND	\$ 5,274,091	\$ 4,041,686	\$ 5,341,250	\$ 6,219,860
GAS TAX	1,276,621	88,704	4,133,002	6,827,212
MEASURE I	1,108,826	491,797	2,195,000	2,840,407
OTHER GRANTS	11,434	251		
GENERAL CAPITAL IMPROVEMENTS	1,841,617	148,403	754,718	247,807
PARK ACQUISITION & DEVELOPMENT	144,890	28,876	469,190	517,936
STORM DRAIN DEVELOPMENT	813,875	29,166	459,770	451,748
STREET & TRAFFIC FACILITY DEVELOPMENT	1,171,437	182,491	150,000	150,000
STREET & ALLEY REPAIRS	-	-	-	200,000
WATER UTILITY	17,915,617	17,897,290	26,728,459	27,544,948
SOLID WASTE UTILITY	9,254,261	9,321,918	9,992,974	9,962,339
SEWER UTILITY	5,791,387	5,936,004	9,058,728	9,815,076
FLEET MANAGEMENT	-	15,586	483,923	705,078
BUILDING MAINTENANCE & OPERATIONS	-	-	607,851	735,010
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 44,604,056</b>	<b>\$ 38,182,172</b>	<b>\$ 60,374,865</b>	<b>\$ 66,217,421</b>

\*Starting FY 14/15, salaries and benefits were recorded in the fund to eliminate transfers.

## **ENGINEERING - CAPITAL IMPROVEMENTS PROGRAM (CIP)**

The CIP Engineering Division provides engineering, contract administration, and project management for all City capital improvement projects (Street, Traffic Signal, Street Lighting, Storm Drain, Water, Sewer, Public Buildings, Recreation Facilities, etc.). The Division also serves as the liaison between the City and other regional transportation, flood management and local agencies on construction and engineering matters.

## **ENGINEERING - LAND DEVELOPMENT & TRANSPORTATION**

The Land Development and Transportation Engineering Division is responsible for reviewing, placing development conditions of approval and overseeing the development of subdivision maps, public improvement plans, grading plans, and construction projects in accordance with the Upland Municipal Code, the Subdivision Map Act, San Bernardino County, and, state and federal requirements to ensure new development complement the community.

The Transportation Division ensures that the City's traffic circulation system is operating in a safe and efficient manner. This program also plans for growth-related needs for vehicles, bicycles, and pedestrians. This Division is also responsible for managing a contract for the maintenance, operation, and repair of the City's traffic signals and flashing beacons, and the establishment of traffic control and management measures. Additionally, this Division manages the various permit parking areas within the City.

## **OPERATIONS**

The Operations Division is responsible for maintaining and improving the City's infrastructure, (streets, street lights, traffic control measures, storm drainage, City trees and property, parks, streetscapes, public buildings, fleet maintenance and replacement etc.), in order to improve and enhance the aesthetics of our community.

### **Street Maintenance**

The street maintenance program consists of the maintenance of City streets, alleys, and public right-of-way to ensure safe conditions for motorists, bicyclists, and pedestrian travel. This Division also assists with traffic control measures required for special events. This includes the maintenance of the storm water drainage collection system.

### **Sidewalk Repair/Maintenance**

The concrete maintenance and repair program is responsible for the maintenance of sidewalks, curbs, gutters and other concrete structures within the public right of way. This maintenance includes implementing short and long term corrective measures to provide a safe path of travel for pedestrians.

### **City Parkway Tree & Park Tree Maintenance**

Operations contracts and manages a private landscape maintenance vendor to perform routine tree trimming on approximately 36,000 City trees. Parkway and median tree trimming is performed on a grid trimming schedule, which provides tree trimming on a 5 to 7 year cycle. This method of trimming provides both a cost effective and equitable method and a systematic approach to

addressing City trees in our community. Included in the routine maintenance program is the removal of dead and/or severely deteriorated trees and their subsequent replanting.

### **City Parkway, Median, and City Property Maintenance**

Operations contracts and manages a private landscape maintenance vendor to perform routine landscape maintenance, weed abatement, and graffiti removal for City controlled properties. The City has 73.3 acres of parkway and median areas, and 25 acres of public trails that require routine maintenance. This program ensures these properties are maintained in an aesthetical suitable manner to preserve appearance and the quality of life in the community.

### **City Park Maintenance**

The City has approximately 217 acres of active recreational park grounds. The Operations Division is responsible for park, sports field and park restroom facility maintenance to ensure the facilities are safe and clean for the community's enjoyment.

### **Traffic Control Signage and Pavement Striping/Marking Maintenance**

Operations is responsible for the maintenance and repair of all regulatory, warning, directional and advisory signage in the City, as well as the pavement markings, to provide a safe and informative transportation system.

### **Public Building Facility Maintenance**

Operations is responsible for the maintenance and repair of 14 public buildings (Civic Center Complex, Senior Center, Police Department, Public Works, etc.), 12 park restrooms and 5 miscellaneous City facilities. Maintenance and repair of these facilities preserves the asset service life, and provides a safe, suitable environment for City personnel and the public to use for business, educational or recreational activities.

### **Fleet Maintenance & City Vehicle Fueling Station**

Operations provides for the procurement, maintenance and repair of City equipment and vehicles necessary for the efficient and effective delivery of community Public Works maintenance, Code Enforcement, Police and Fire Safety and other municipal services to the community. The Division is also responsible for regulatory compliance and management of the fuel procurement and delivery contract.

### **Street Sweeping**

Operations is responsible for managing the contract services provided by Burrtec Waste Industries, the City Solid Waste Collection and Disposal vendor. As part of their contracted responsibilities, Burrtec Waste Industries provide street sweeping services to the community.

Residential and arterial streets are currently swept twice per month. Alleyways are swept once per month.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 ADOPTED	2015-16 ADOPTED
<b>PUBLIC WORKS - ADMINISTRATION</b>				
PUBLIC WORKS DIRECTOR	1.00	1.00	1.00	1.00
DEPUTY PUBLIC WORKS DIRECTOR	1.00	1.00	1.00	0.00
OPERATIONS MANAGER	0.00	0.00	0.00	1.00
SENIOR ADMINISTRATIVE ASSISTANT	0.00	0.00	0.00	1.00
ADMINISTRATIVE ASSISTANT II	2.00	2.00	2.00	1.00
<b>PUBLIC WORKS – CAPITAL PROJECTS</b>				
PRINCIPAL ENGINEER	1.00	1.00	1.00	0.00
ENGINEERING MANAGER	0.00	0.00	0.00	1.00
SENIOR ENGINEER	1.00	1.00	1.00	1.00
ASSOCIATE ENGINEER	1.00	1.00	1.00	1.00
ENGINEERING TECHNICIAN	0.50	0.00	0.00	0.00
SENIOR PUBLIC WORKS INSPECTOR	2.00	2.00	1.00	1.00
PUBLIC WORKS INSPECTOR II	0.00	0.00	1.00	1.00
WATER UTILITY INSPECTOR II	1.00	1.00	1.00	1.00
<b>PUBLIC WORKS – DEVELOPMENT/TRANSPORTATION</b>				
PRINCIPAL ENGINEER	1.00	0.00	1.00	1.00
ASSISTANT ENGINEER	0.00	1.00	1.00	1.00
ASSOCIATE ENGINEER	1.00	1.00	0.00	0.00
ENGINEERING TECHNICIAN	0.50	0.00	0.00	0.00
COUNTER TECHNICIAN	0.00	1.00	1.00	1.00
<b>PUBLIC WORKS – OPERATIONS</b>				
OPERATIONS MAINTENANCE SUPERINTENDENT	1.00	1.00	1.00	0.00
MAINTENANCE SUPERVISOR	0.00	0.00	0.00	1.00
MAINTENANCE CREW LEAD	3.00	3.00	3.00	3.00
MAINTENANCE WORKER II	10.00	10.00	10.00	10.00
SR/LEAD EQUIPMENT MECHANIC	1.00	1.00	1.00	1.00
EQUIPMENT MECHANIC II	2.00	2.00	2.00	2.00
INVENTORY SPECIALIST	1.00	1.00	1.00	1.00
FACILITIES MAINTENANCE SUPERINTENDENT	1.00	1.00	0.00	0.00
FACILITIES SPECIALIST	2.00	2.00	2.00	2.00
CUSTODIAN	2.00	2.00	2.00	3.50*
<b>TOTAL DIVISIONS</b>	<b>36.00</b>	<b>36.00</b>	<b>35.00</b>	<b>36.50</b>
* Increase due to transfer of custodian service from Community Services/Recreation to Public Works Department				

## **FY 2015-16 GOALS AND OBJECTIVES**

- ◆ To provide high quality, courteous, and prompt customer service.
- ◆ To provide reliable services to residents and businesses at a cost-effective rate.
- ◆ To pursue grant opportunities at the County, State and Federal level.
- ◆ To ensure compliance with County, State and Federal regulations.
- ◆ To maintain City parks in a safe and aesthetically pleasing manner.

- ◆ To monitor and maintain City trees using a GIS based inventory.
- ◆ To complete the implementation of the Cal-Fire Grant of \$56,000 Replanting Project of approximately 500 trees and distribute tree care education for newly planted trees to residents.
- ◆ To maintain the Metrolink Station and parking lots to ensure a safe clean environment for passengers.
- ◆ To maintain and preserve the City's streets utilizing cost-effective pavement rehabilitation methods.
- ◆ Develop project conditions to meet regulatory requirements and mitigate project impacts protecting and preserving community values and quality of life.
- ◆ Provide quality plan check review to ensure conformance with City requirements and standards.
- ◆ Meet and/or exceed the development review time schedules.
- ◆ Provide flexibility without compromising the development quality standards and requirements.
- ◆ Maintain proper operation of the City Traffic Signal system in a safe and reliable manner.
- ◆ Develop an inventory of all regulatory, advisory and directional traffic control signage.
- ◆ Develop and commence the implementation plan to replace any regulatory, warning and post-mounted guide (excluding street name) signs to meet the minimum retroreflectivity levels in accordance with regulatory requirements.

<b>PERFORMANCE MEASUREMENTS</b>	<b>ACTUAL 2012-13</b>	<b>ACTUAL 2013-14</b>	<b>PROJECTED 2014-15</b>	<b>TARGET 2015-16</b>
Repairs of streets and alleys (a)	2,800	608	625	650
Street miles swept twice per month	14,170	14,170	14,170	14170
Street lights replaced	108	106	125	130
New and replaced street signs	900	228	250	250
Flood control drains cleaned	820	820	820	820
Tree issues resolved (b)	7,263	1333	1320	1325
Trees planted or replaced	150	33	45	55
Manholes inspected and cleaned (*)	1,850	1058	1100	1150
Park and bike trail issues resolved (c)	67	753	755	800
Miles of main sewer lines cleaned (*)	114	60	80	85
Sewer lateral issues resolved (d) (*)	302	351	355	360
Automotive repairs	1,100	1,152	1,175	1,200
(a) Potholes, cracks, paving repairs due to water repairs (b) Tree inspection, obstruction of sign/light, limb drop, branch damage, pest treatment, root damage, removal work and various pruning, excluding trimming works performed by contractors (c) Park & bike trail issues include cleanup, graffiti, landscaping and irrigation, lighting replacement, restroom issues, fountain repair, playground repair, event setup, weeds control, etc. (d) Sewer backup, root & blockage, lateral damage due to city tree's roots and lateral repair (*) Currently performed by water utilities crew				

## **FY 2014-15 MAJOR ACCOMPLISHMENTS**

- ◆ Maintained compliance with all regulatory agencies including the South Coast Air Quality Management District, California Integrated Waste Management Board, Regional Water Quality Control Board and County of San Bernardino.
- ◆ Maintained compliance with all federal, state and local agencies' regulations pertaining to the pre-treatment and disposal of non-domestic wastewater to the City's sewer system.
- ◆ Maintained compliance with the federal requirements for the Energy Efficiency Community Block Grant, the primary funding source for the City's shade structure solar system construction.
- ◆ Participated in regional efforts to encourage oil recycling.
- ◆ Participated in City events including the Lemon Festival, Arbor Day, Community Clean-Up Day and Upland Fun Day.



- ◆ Crestwood Communities Tracts (TM16989, TM 16416 & TM 18889).
- ◆ Time Warner Hot Spot Wi-Fi Citywide deployment project.
- ◆ Colonies - Commercial Center Site Build Out Construction (PA-19).
- ◆ Colonies - Frontier 97 unit Residential Development Entitlement & Construction (PA-15).
- ◆ Completed 10 percent of the sign inventory GIS database.
- ◆ Performed a Crossing Guard Study at the elementary schools.

# **WATER ENTERPRISE**

## **MISSION STATEMENT**

To provide the City with a safe and reliable supply of high quality drinking water, meeting all regulatory requirements, in an efficient and cost effective manner.

## **WATER ENTERPRISE**

The Water Division produces, treats, stores, and distributes adequate supplies of pure, wholesome water for consumption and fire fighting in the most efficient and cost effective way possible. It is responsible for maintaining water quality that continues to meet State and Federal Drinking Water Standards, and in most cases, produces water that is treated to a higher degree than required. The Water Division has also established an asset protection and management plan to ensure infrastructure is effectively renewed, replaced, and maintained.

Additional assignments of the Water Division are asset maintenance for the City's sewer infrastructure; this includes cleaning, customer service, proactive maintenance and emergency response maintenance.

The passage of the Water Conservation Act of 2009 (SBX7-7) requires all urban water suppliers to reduce their water usage 20% by 2020. The Water Division is responsible for meeting this goal and is actively pursuing programs, projects and educational opportunities to ensure compliance. Compliance is measured in Gallons per Capita per Day (GPCD) which accounts for population and all water uses including landscaping, cleaning, cooking and personal needs. The City's benchmark for measuring its water use reduction was set at 273 GPCD based on historical water production records. Although the City has experienced several dry years, progress has been made with a water use reduction. However, on April 1, 2015, the Governor declared a Drought Emergency and signed Executive Order B-29-15, mandating a 25% statewide reduction in drinking water usage. The State Water Resources Control Board (Water Board) was required to develop program compliance regulations. Upland's conservation standard was set at 36%. The City is working to develop a program to meet these mandated reductions.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 ADOPTED	2015-16 ADOPTED
<b>PUBLIC WORKS - WATER</b>				
WATER/UTILITIES OPERATIONS MANAGER	1.00	1.00	1.00	1.00
WATER CONSERVATION SPECIALIST	1.00	1.00	1.00	1.00
WATER DISTRIBUTION SUPERVISOR	1.00	1.00	1.00	1.00
GIS/CADD TECHNICIAN	1.00	1.00	1.00	1.00
WATER SYSTEMS OPERATOR CHIEF	1.00	1.00	1.00	1.00
WATER SYSTEMS OPERATOR IV	4.00	4.00	2.00	2.00
WATER SYSTEMS OPERATOR III	0.00	0.00	0.00	0.00
WATER SYSTEMS OPERATOR II	0.00	0.00	1.00	1.00
WATER SYSTEMS OPERATOR I	0.00	0.00	1.00	1.00
LEAD WATER UTILITY WORKER V	1.00	1.00	1.00	1.00
LEAD WATER UTILITY WORKER III	1.00	1.00	1.00	1.00
WATER UTILITY WORKER V	0.00	0.00	1.00	1.00
WATER UTILITY WORKER IV	1.00	1.00	1.00	1.00
WATER UTILITY WORKER III	1.00	1.00	1.00	1.00
WATER UTILITY WORKER II	4.00	4.00	3.00	3.00
MAINTENANCE WORKER II	4.00	4.00	4.00	4.00
SENIOR WATER METER TECHNICIAN	1.00	1.00	1.00	1.00
WATER METER TECHNICIAN	2.00	2.00	2.00	2.00
<b>TOTAL DIVISION</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>

## **FY 2014-15 GOALS AND OBJECTIVES**

- ◆ To maintain water quality that meets all State and Federal Drinking Water Standards.
- ◆ To provide high quality, courteous, and prompt customer service.
- ◆ To provide reliable water service at an affordable rate.
- ◆ To enhance water quality by flushing all fire hydrants on a continuous basis.
- ◆ To further develop and expand the recycled water system in a cost-effective manner.
- ◆ To maintain the established asset protection and management plan that ensures infrastructure is effectively, renewed, replaced, and maintained.
- ◆ To continue maintenance operations to improve reliability.
- ◆ To increase water conservation awareness through public outreach and conservation programs.

- ◆ To accelerate the City’s valve replacement program to ensure compliance with the Department of Public Health recommendations.
- ◆ To reduce water usage within the community to achieve compliance with the Governor’s mandated water usage requirements. The Water Board calculated Upland’s per capita use at 235 gpcd and set the City’s conservation standard at 36%. Thus, the reduction requirement is to achieve the per-capita use target of 150 gpcd.

The Water Division encompasses many duties not listed below. The list provides a representative sample of daily activities.

PERFORMANCE MEASUREMENTS	ACTUAL 2012-13	ACTUAL 2013-14	PROJECTED 2014-15	TARGET 2015-16
Water production, acre feet (WFA, SAWCO, WE, & City wells)	23,431	23,178	22,500	21,785
Water samples taken	2,740	3,000	3,000	3,000
Customer inquires (meter leaks, check reads, quality, high consumption, meter lids, general)	1,950	994	1,600	1,650
Meter installations (new service & replacements)	299	1,109	1,100	1,150
Service maintenance (meter boxes, service leaks, s/c repairs, etc)	635	341	450	500
Main leaks repaired	101	111	100	90
Fire Hydrant damages repaired	8	35	12	15
Fire Hydrants maintained	137	232	200	250
Flush-outs inspected/maintained	720	750	760	755
Number of exercised valves	2,450	3,263	2,500	2,650
Valve Replacement	55	38	60	70
USA tickets received and marked	1,394	1,757	1,850	1,800
Service “turn-on” and “turn-off”	1,399	2,435	2500	2,450
Water conservation contacts	335	142	250	300
Educational events	10	29	30	30
Water efficient landscape classes	5	2	4	5
New water pipelines and appurtenances installed (linear feet)	1,650	7,206	2,500	3,000

<b>PERFORMANCE MEASUREMENTS</b>	<b>ACTUAL 2012-13</b>	<b>ACTUAL 2013-14</b>	<b>PROJECTED 2014-15</b>	<b>TARGET 2015-16</b>
Manholes inspected and cleaned	1,850	1058	1100	1150
Miles of main sewer lines cleaned	114	60	80	85
Sewer lateral issues resolved (*)	302	351	355	360
(*) Sewer backup, root & blockage, lateral damage due to city tree's roots and lateral repair				

## **FY 2014-15 MAJOR ACCOMPLISHMENTS**

- ◆ Maintained the public infrastructure including potable water lines and valves, sewer lines, manholes, flood control drains, utility pavement repairs, and tree root maintenance.
- ◆ In 2014, residential customers reduced their water use by 8% from 2013.
- ◆ Maintained compliance with weekly, quarterly, and annual Water Quality Monitoring Reports.
- ◆ Completed a multi-year rate review and adjustment process.
- ◆ Participated in several regional conservation programs including the Landscape Retrofit Program, the Inland Empire Landscape Transformation Program, Free Sprinkler Nozzles, a Rain Barrel Rebate Program, School Water Awareness Education Event at Foothill Knolls Elementary, and Turf Removal Program.
- ◆ Completed the 2013 Emergency Business Contingency Plan, the Consumer Confidence Report, California Department of Public Health Annual Report and the Department of Water Resources Annual Report and the State Water Resources Control Board Sanitary Sewer Master Plan Update. The Unregulated Contaminant Monitoring Rule 3 Sampling Plan was adopted by the CA Department of Public Health and was implemented in November of 2013.
- ◆ Implemented a meter exchange program to replace outdated and worn meters.
- ◆ Implemented a service line replacement program to exchange outdated galvanized steel pipe with copper.
- ◆ Rehabilitated City Well #5.
- ◆ Replaced the electrical switchgear gear at Plant No. 4 and replaced the booster pump at Plant 3.
- ◆ Rehabilitated three West End Consolidated Water Company well facilities (WE #3, MV #4, and LH #4).
- ◆ Implemented the National Major Challenge to reduce water use during the month of April.

# **SOLID WASTE**

## **MISSION STATEMENT**

To provide efficient and cost effective solid waste services including refuse, recycling, and household hazardous waste collection, and to comply with the State's regulatory and reporting requirements pursuant to the objective of solid waste diversion.

## **SOLID WASTE**

The Solid Waste Division is responsible for providing Upland residents with quality refuse collection, disposal, recycling, green waste, sharps and household hazardous waste service in the most efficient manner at the lowest possible cost. The Division is also in charge of the State's regulatory and reporting requirements to meet solid waste diversion objectives including preparation for mandated commercial/multi-family recycling rates.

The City's refuse collection, recycling, and green waste contractor, Burrtec Waste Industries, Inc., is responsible for the collection of solid waste and transportation to an appropriate landfill. In addition, the contractor provides for the collection, processing, and marketing of materials collected through recycling and green waste programs provided by the City.

The Solid Waste Division manages the Household Hazardous Waste Program (HHW) drop-off facility. The facility is open on fair weather Saturdays from 9:00 a.m. – 2:00 p.m. and enables residents to dispose of oil, paint, electronic waste, pharmaceuticals and numerous other items in a safe manner. Now that the Sharps Program has been added to HHW, residents can drive through and drop off their Sharps containers, as well as pick-up new containers free of charge during regular HHW hours. Residents may also pick up free Sharps containers Monday – Thursday between the hours of 8:00 a.m. – 6:00 p.m.

## **FY 2015-16 GOALS AND OBJECTIVES**

- ◆ To provide courteous prompt customer service for all Solid Waste Programs.
- ◆ To complete the renovation of the Household Hazardous Waste Facility.
- ◆ To implement a recycling program for City facilities.
- ◆ To provide prompt and accurate reporting of solid waste programs and diversion statistics for compliance with State regulatory agencies.
- ◆ To provide used oil and beverage container diversion programs pursuant to State grant objectives; to provide prompt and accurate reporting of grant expenditures for compliance with State regulatory agencies.

- ◆ To reduce the solid waste disposal rate complying with the State’s “Not to exceed 5.2 lbs/person/day disposal target” for the City of Upland (SB 1016). The goals of SB 1016 are synonymous with those of State mandated AB 939, necessitating the development of new recycling programs and outreach/educational opportunities to achieve diversion. Additionally, AB 341 mandates commercial and multi-family recycling for those entities that produce four cubic yards or more of refuse per week.
- ◆ Implement a commercial organic waste recycling program in accordance with AB 1826 requirements.
- ◆ To continue recycling programming that will increase diversion which will reduce the City’s solid waste disposal rate.
- ◆ To provide on-going recycling, composting, and Sharps education to residents and businesses, and to continue to encourage proper disposal of all waste materials and recycling.
- ◆ To increase the amount of commercial and multi-family recycling.
- ◆ To provide a safe and convenient facility to the public for the proper disposal of Household Hazardous Waste and Sharps.
- ◆ To educate the community to increase residential green and food waste recycling through composting.

PERFORMANCE MEASUREMENTS	ACTUAL 2012-13	ACTUAL 2013-14	PROJECTED 2014-15	TARGET 2015-16
Disposal rate* (pounds per person per day)	3.6	3.6	3.6	3.6
Number of household hazardous waste participants	4,150	5591	5242	5,300
Household hazardous waste volume (lbs)	293,793	310,100	300,000	305,000
Number of Solid Waste educational events	6	6	6	6

\*Per Senate Bill 1016, the waste diversion measurement system has shifted from a target of diverting at least 50% of municipal waste generated, to a disposal target of (land filling) no more than 50% of municipal waste generated, on a per capita basis. The state has calculated the City of Upland’s - not to exceed - 50% equivalent per capita disposal target to be 5.2 pounds per person per day.

## **FY 2014-15 MAJOR ACCOMPLISHMENTS**

- ◆ Utilized grant funding to provide community outreach on different recycling topics via the City’s website and Time Warner cable channel 3 or Verizon FIOS channel 26.
- ◆ Continued newsletters for residential, commercial and multi-family customers.

- ◆ Implemented a Commercial Recycling Education notification Program in accordance with AB 341.
- ◆ Increased the amount of commercial/multi-family recycling accounts.
- ◆ Received two grants to provide Sharps containers free of charge.
- ◆ Provided two composting classes to residents.
- ◆ Instituted “check-in” procedures for the HHW facility.
- ◆ Completion of Sharps and Hazwoper training for HHW personnel.
- ◆ Participated in City events including the Lemon Festival, July 4<sup>th</sup> Celebration, Community Clean-Up Day and Upland Fun Day.



# **SEWER**

## **MISSION STATEMENT**

To provide the City with a reliable sewage disposal service, watershed management, recycled water program implementation, and other environmental services, in an efficient and cost effective manner.

## **SEWER**

The Sewer Division is responsible for providing sewage collection and disposal for residents and businesses. Additionally, the Division is responsible for the beneficial use of the City's sewer system at an equitable cost; implementing a comprehensive program for storm water pollution control to reduce, prevent, or eliminate contamination of surface and groundwater; planning, administering, and identifying rehabilitation and CIP projects; performing sewer camera inspection and lining projects; and, inspecting sewer construction and maintenance projects.

The Division works closely with its wastewater treatment agency, the Inland Empire Utilities Agency (IEUA) on various issues pertaining to wastewater disposal, including the sewage treatment cost for both new development and existing connections. The City pays IEUA for the acquisition, construction, maintenance, and operation of its regional sewer system, wastewater treatment and reuse, or disposal of treated effluent facilities based on the City's pro-rata share of all net audited costs incurred by IEUA in the maintenance and operation of its regional sewage facilities.

The Division is responsible for implementing the Recycled Water Program, evaluating the City's watershed and storm drain system, developing plans to further capture storm water runoff for groundwater recharge and fulfilling the Sewer System Management Plan requirements, including the update of the sewer model for hydraulic evaluation and project identification that are shared with other Public Works Divisions. The Division's activity includes applying for grants to fund pertinent projects.

In addition, the Division is responsible for monitoring and controlling methane gas generated from the closed Upland Sanitary Landfill, including the operation of the gas extraction system and flare station to prevent methane migration outside the Landfill perimeter in compliance with requirements imposed by AQMD and other regulatory agencies. Included in this responsibility is the monitoring of groundwater quality underneath the Landfill, as required by state and federal regulations.

The Division is tasked with performing the National Pollutant Discharge Elimination System (NPDES) Program, which is required by the Regional Water Quality Control Board, via NPDES Permit No. CAS618036. The NPDES permit was issued to the County of San Bernardino, as principal permittee, and the City, as well as local cities, as co-permittees. The NPDES goal is to prevent and eliminate runoff causing impairment to local surface water. The City is bound to the west by the San Antonio Channel and to the east by the Cucamonga Channel, which both discharge to the Santa Ana River. If left uncontrolled, runoff of pollutions can result in destruction of aquatic life habitats and threats to public health. The NPDES Program has mechanisms designed to prevent harmful contaminants from being washed by runoff into local channels. To fulfill that objective,

Division staff inspects certain sites, of private and public businesses, including construction locations, and participates in a variety of storm water pollution activities, including source control, comprehensive bacteria reduction, watershed action and public education.

It is important to note that the City is required by Federal and State Law to comply with the NPDES Permit, otherwise substantial fines and imprisonment could be imposed.

Division staff also participates in the Administrative Review process and plan checking of development sponsored public improvements.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 ADOPTED	2015-16 ADOPTED
<b>PUBLIC WORKS - SEWER</b>				
ENVIRONMENTAL QUALITY ADMIN	1.00	1.00	1.00	1.00
ASSOCIATE ENGINEER	1.00	1.00	1.00	1.00
ASSISTANT ENGINEER	1.00	1.00	1.00	1.00
SR ENVIR CONTROL TECHNICIAN	1.00	1.00	1.00	1.00
<b>TOTAL DEPARTMENT</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

## **FY 2015-16 GOALS AND OBJECTIVES**

- ◆ To comply with all regulatory requirements in wastewater collection, treatment, discharge services, and environmental mitigation issues, including the National Pollutant Discharge Elimination System (NPDES) and Sewer System Management Plan (SSMP).
- ◆ To ensure City compliance with SSMP requirements by developing relevant guidelines/procedures for appropriate updates to the adopted SSMP document.
- ◆ To perform, construct, implement, or continue the following projects:
  - Recycled Water Program implementation
  - Storm Water Drainage Master Plan
  - Sewer rehabilitation and relief projects
  - Sewer System Master Plan Update
  - Grant funding applications for City projects
- ◆ To develop and implement a fair and equitable service fee schedule for sewer and recycled water services by regulating and applying the 'user-pay' principle.
- ◆ To manage the post-closure of the Upland Landfill by monitoring, testing, and reporting in accordance with all regulatory requirements.
- ◆ To ensure City compliance with federal and state regulations pertaining to storm water and the area-wide NPDES permit.

<b>PERFORMANCE MEASUREMENTS</b>	<b>ACTUAL 2012-13</b>	<b>ACTUAL 2013-14</b>	<b>PROJECTED 2014-15</b>	<b>TARGET 2015-16</b>
Sewer miles cleaned and lined (*)	1.1	-	-	25
Sewer miles inspected by camera (*)	13.3	30.5	-	25
Sewer manholes/facilities repaired (*)	-	-	33	-
Permitted dischargers or active permits	191	193	196	200
Trunk Line wastewater samples collected	5	2	2	2
Permitted businesses inspected	214	211	213	215
New sewer connections processed	29	16	20	18
Permit violation letters issued (due to discharge limits and reporting requirements)	134	159	103	110
Interior and perimeter Gas Well Collection System readings obtained	59	59	59	59
Landfill probe readings	63	63	63	63
Landfill interior and perimeter gas groundwater samples taken	36	36	36	36
Storm water inspections	253	259	105 (a)	80 (a)
Mandated countywide storm water protection meetings attended	9	12	12	12
Development plan checks	153	246	(b)	(b)
Recycled water retrofit plans submitted and approved by Department of Public Health	4	2	3	3
Retrofitted sites/new connections	10	7	5	5
(*) This sewer main inspection/rehab activity is to be done alternately with other sewer main inspection/rehab, by year. (a) Reduction in number of inspection reflects assessment or determination of priority assigned to industrial and commercial locations to be inspected. Prior inspections indicated certain of businesses or locations not being required frequent inspections per storm water permit requirements set by the County. (b) Development plan checks have been carried out by Development Services and will be reported as such.				

## **FY 2014-15 MAJOR ACCOMPLISHMENTS**

- ◆ Performed hydrology and hydraulic evaluations, with storm drain designs and land development scenarios, for the Parkview Promenade development.
- ◆ Evaluated sewer services fee to propose necessary adjustments for adequate reserve and revenue being generated to cover the sewer services' expense.

- ◆ Replaced 34 downtown brick manholes, which were old and structurally vulnerable to earthquake damage, with precast concrete manholes.
- ◆ Maintained compliance with all regulatory agencies including the South Coast Air Quality Management District, California Integrated Waste Management Board, Regional Water Quality Control Board and County of San Bernardino.
- ◆ Maintained compliance with all federal, state and local agencies' regulations pertaining to the pre-treatment and disposal of non-domestic wastewater to the City's sewer system.
- ◆ Maintained compliance with federal reporting requirements for the Energy Efficiency Community Block Grant, the primary funding source for the City's shade structure solar system construction.
- ◆ Fulfilled the mandated the annual National Pollutant Discharge Elimination System (NPDES) requirements without a full-time NPDES inspector position.

## 2015-2016 EXPENDITURE SUMMARY BY OBJECT CODE

### DEPARTMENT: *PUBLIC WORKS*

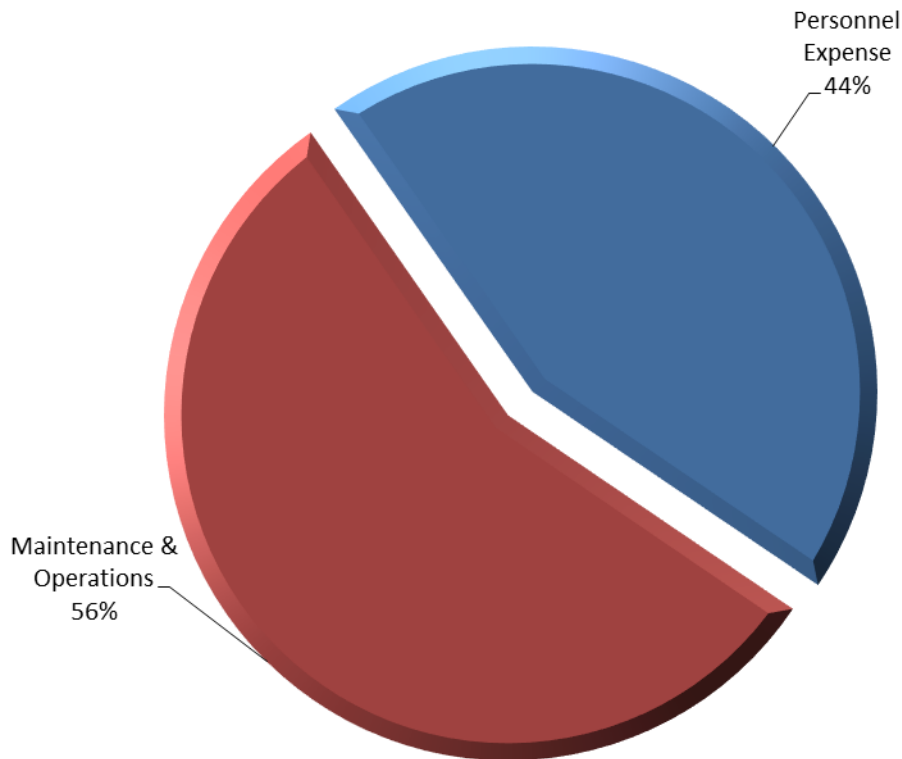
OBJECT CODE	EXPENSE CLASSIFICATION	2012-13 ACTUAL EXPENSE	2013-14 ACTUAL EXPENSE	2014-15 ADOPTED BUDGET	2015-16 ADOPTED BUDGET
4110	Buy Backs	\$ -	\$ 42,003	\$ 45,000	\$ 62,791
4111	Salaries - Full Time	3,169,979	3,491,639	3,555,306	4,171,319
4112	Salaries - Temporary/Part Time	185,043	149,955	315,213	396,446
4113	Overtime	67,342	106,664	109,000	185,700
4115	Compensated Absences	491,539	-	-	-
4116	Fringe Benefits	715,888	644,763	795,107	945,971
4117	Retirement Contributions	687,648	645,741	811,743	1,067,001
<b>TOTAL SALARIES &amp; BENEFITS</b>		<b>\$ 5,317,439</b>	<b>\$ 5,080,765</b>	<b>\$ 5,631,369</b>	<b>\$ 6,829,228</b>
4211	Postage	\$ 9,161	\$ 21,372	\$ 28,900	\$ 39,200
4212	Advertising	11,707	11,910	22,900	23,300
4213	Dues & Subscriptions	2,467	6,092	9,580	9,680
4215	Training/Conferences/Meetings	13,367	9,307	38,775	40,575
4216	Office Supplies	5,499	6,938	14,550	14,600
4217	Other Supplies/Materials	558,360	496,484	968,270	1,027,250
4218	Uniform Expense	20,118	14,438	27,504	27,280
4219	Registration Permits/Licenses	204,043	193,797	244,050	254,180
4220	Fuel Usage	136,630	122,136	161,620	150,820
4221	Mileage Reimbursement	-	-	100	-
4222	Print/Mail Charges	12,937	9,713	64,032	-
4223	Information Systems Charges	127,349	191,339	956,573	235,813
4224	Vehicle Charges	-	-	162,360	272,633
4225	Building Maintenance & Operations Charges	-	-	215,870	241,987
4227	Vehicle Parts/Materials	69,011	75,603	90,000	194,750
4231	Office Equipment (Under \$5,000)	4,434	131	1,000	1,000
4232	Computer Equipment (Under \$5,000)	3,459	1,806	-	-
4241	Utilities - Electric	2,239,531	2,269,509	2,805,000	3,047,200
4242	Utilities - Gas	12,511	1,947	11,200	7,700
4243	Utilities - Telephone	35,736	16,993	27,759	-
4244	Utilities - Water	8,069,186	9,715,383	9,578,264	10,058,000
4245	Maintenance - Buildings/Structures/Grounds	177,392	84,329	301,426	398,645
4246	Maintenance - Equipment	2,797	481	7,500	7,530
4247	Maintenance - Vehicles	184,290	112,437	-	-
4248	Maintenance - Other	24,594	24,951	43,100	40,600
4249	Other Maintenance	40,056	30,645	52,500	52,500
4251	Legal Services	60,149	83,668	240,000	1,010,000
4252	Professional Services	54,003	241,089	181,320	167,550
4253	Contract Services	1,142,257	781,904	1,255,100	1,013,100
4254	Data Processing Services	2,050	39,541	-	-
4255	Banking Services	116,367	114,940	141,200	117,000
4256	Solid Waste Services	8,552,516	8,621,211	8,900,000	9,078,000
4257	Sewer Treatment Disposal Services	4,051,701	4,359,237	4,779,360	5,268,430
4258	Other Services	1,296,392	1,406,063	2,265,101	1,604,685
4259	Recycled Water Purchase	2,375	331,137	825,000	1,126,250
4273	Workers Compensation Charges	179,830	229,171	314,272	14,819
4274	Unemployment Charges	8,070	14,881	-	-
4275	Long-Term Disability Charges	9,820	11,501	-	-
4276	Liability Charges	373,890	388,741	604,998	1,180,449
4277	Loss Prevention Charges	21,850	27,851	-	-
4291	Bad Debts Expense	69,645	(3,358)	-	-
4292	Administrative Services Expense	1,272,135	1,354,923	1,387,430	1,437,852
4295	Pump/Diesal Taxes	2,316	2,147	3,500	5,000
4298	Other Expenses	-	408,438	-	-
4324	Other Post-Employment Benefits	66,050	63,344	64,030	69,601
4421	Lease Principal Expense	19,455	15,953	8,450	3,479
4424	Bond Principal Payment	407,969	442,652	430,470	790,000
4425	Bond Interest Expense	651,262	703,187	483,138	461,000
4999	Department Allocation Charges	(442,042)	(316,362)	-	-
<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>		<b>\$ 29,882,695</b>	<b>\$ 32,739,600</b>	<b>\$ 37,716,202</b>	<b>\$ 39,492,458</b>
4531	Vehicles	\$ -	\$ 8,378	\$ 171,000	\$ 151,031
XXXX	Capital Improvement Projects	9,403,922	347,885	16,856,294	19,744,704
<b>TOTAL CAPITAL PROJECTS &amp; EQUIPMENT</b>		<b>\$ 9,403,922</b>	<b>\$ 361,807</b>	<b>\$ 17,027,294</b>	<b>\$ 19,895,735</b>
<b>TOTAL EXPENDITURES</b>		<b>\$ 44,604,056</b>	<b>\$ 38,182,172</b>	<b>\$ 60,374,865</b>	<b>\$ 66,217,421</b>

# COMMUNITY SERVICES

## MISSION STATEMENTS

The Community Services Department is committed to providing the citizens of Upland with quality library services, recreational programs and well maintained parks. The department also serves as a resource to other City Departments and community organizations. We strive to consistently be a model, well-run, efficient department.

## Expenditures by Category



	2012-13 ACTUAL EXPENSE	2013-14 ACTUAL EXPENSE	2014-15 ADOPTED BUDGET	2015-16 ADOPTED BUDGET
<b>EXPENSE CLASSIFICATION</b>				
PERSONNEL EXPENSE	\$ 2,930,803	\$ 2,866,598	\$ 2,953,202	\$ 1,806,996
MAINTENANCE & OPERATIONS	1,335,425	1,176,165	1,528,710	2,281,739
CAPITAL OUTLAY	-	-	-	-
CAPITAL IMPROVEMENT PROJECTS	-	-	-	-
<b>TOTAL BUDGET</b>	<b>\$ 4,266,228</b>	<b>\$ 4,042,763</b>	<b>\$ 4,481,912</b>	<b>\$ 4,088,735</b>

	2012-13 ACTUAL EXPENSE	2013-14 ACTUAL EXPENSE	2014-15 ADOPTED BUDGET	2015-16 ADOPTED BUDGET
<b>FUNDING SOURCES*</b>				
GENERAL FUND	\$ 4,161,206	\$ 4,031,393	\$ 4,481,912	\$ 4,088,735
OTHER GRANTS	105,022	11,370	-	-
ANIMAL SERVICES	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 4,266,228</b>	<b>\$ 4,042,763</b>	<b>\$ 4,481,912</b>	<b>\$ 4,088,735</b>

\*Starting FY 14/15, salaries and benefits were recorded in the fund to eliminate transfers.

## RECREATION

The Recreation Division is committed to creating community through people, parks and programs. Our purpose is to provide recreational programs and community services which enrich the quality of life for Upland residents by promoting health, wellness and human development; and to maintain recreational facilities thus enhancing the desirability of the City as a place to live and strengthening community image.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 ADOPTED BUDGET	2015-16 ADOPTED BUDGET
<b>RECREATION AND COMMUNITY SERVICES</b>				
COMMUNITY SERVICES DIRECTOR	1.00	1.00	1.00	1.00
RECREATION COORDINATOR	3.00	3.00	3.00	3.00
ADMINISTRATIVE ASSISTANT III	1.00	1.00	1.00	1.00
ADMINISTRATIVE ASSISTANT II	1.00	1.00	1.00	1.00
CUSTODIAN	1.50	1.50	1.50	0.00
<b>TOTAL DIVISION</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>6.00</b>

## FY 2015-16 GOALS AND OBJECTIVES

### Goals:

- ◆ **To reduce costs and increase revenue by operating in a more efficient manner**

#### *Objectives*

- Utilize volunteers more efficiently by developing a proactive approach to project assignments.
- Increase sponsorships for programs.

- Work with special interest groups/community groups to share costs for programs and facility maintenance.
- Practice preventative maintenance techniques.
- Enhance program advertising.

PERFORMANCE MEASUREMENTS	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 PROJECTED	2015-16 TARGET
Volunteer hours provided	11,763	13,230	12,500	10,000
Revenue received from sponsorships	\$28,451	\$36,779	\$25,000	\$30,000

◆ **To enrich the lives of residents by expanding and enhancing the recreational and community services programs offered**

*Objectives*

- Develop a family fitness program which encompasses the benefits of exercise, good nutrition and stress reduction in maintaining a healthy body.
- Host workshops on topics of interest to seniors, families with children, young adults, etc.
- Expand class offerings at the Magnolia Recreational Center and the Gibson Senior Center.
- Partner with other departments and outside agencies to offer programs.
- Increase the number of excursions offered per year to increase activity levels for the mature audience.

PERFORMANCE MEASUREMENTS	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 PROJECTED	2015-16 TARGET
Classes held	1,256	1,232	1,200	1,200
Special events held	55	62	55	60

◆ **To foster a positive image of the City by creating opportunities to promote the City as being a safe place to live with staff who are concerned about the well-being of its residents.**

*Objectives*

- Actively participate in community events.
- Attend community meetings/meet with concerned citizens.
- Provide professional looking advertising for services offered.
- Emphasize good customer service by providing staff training and staff development opportunities.
- Closely work with large groups wishing to utilize City parks to hold events.



<b>PERFORMANCE MEASUREMENTS</b>	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 PROJECTED	2015-16 TARGET
Community events attended	45	145	150	150

## **FY 2014-15 MAJOR ACCOMPLISHMENTS**

- ◆ Expansion of the community-based programs offered by the Division:
  - Coordinated projects for boy scouts working on their Eagle Scout designation.
  - Partnered with San Antonio Community Hospital and San Bernardino County Health Department to host the senior flu shot and resource fair.
  - Hosted two (2) Community Connect events to connect those at risk of being homeless with available resources in the community.
  
- ◆ Expanded community events offered by the Division:
  - Hosted the 3rd Annual Upland Community Clean-Up and Beautification Day on April 25, 2015.
  - Inside Upland Family Preparedness Day in October 2014.
  - Healthy Upland Even in April 2015.
  
- ◆ The Division put on several events throughout the year as part of our Get Fit Upland campaign, including:
  - A 5k Turkey Trot on Thanksgiving morning with over 446 participants.
  - Our Biggest Loser Challenge featuring 120 participants dedicated to getting in better shape. Contestants participated in several activities and classes designed to get them moving and keep them motivated. Crunch Fitness Upland was a special partner offering a 10-week membership and a session with a personal trainer. San Antonio Hospital provided a registered dietician to present a nutritional PowerPoint.
  - The Gibson Senior Center hosted several lecture series regarding health and fitness.
  - Several new fitness-related classes were implemented throughout the year for youth, adults and seniors.

## **LIBRARY**

The Upland Public Library provides services to assist the community in obtaining information that meets their personal, educational, and recreational needs. The Library serves as a learning and cultural resource center for all residents and businesses.

The Library provides reference services that include periodicals, audiovisual, and youth services. Staff answers reference questions, selects materials, maintains collections, and assists the public in the use of the library. Other activities include acquiring and cataloging library materials in all formats, maintaining bibliographic databases for public access, processing library materials for public use and preserving the collections in good physical condition.

As authorized in State Education Code Sections 18900-18965, the Library Board of Trustees manages the Library under the direction and legislative authority of the City Council.

The City elected to enter into a public-private partnership with Library Systems & Services, Inc. which began managing the Library on August 1, 2014. LSSI manages the Library's staff in accordance with the community's needs in cooperation with the City and Library Board of Trustees. All Library materials, furnishings and buildings remain the property of the citizens and City of Upland.

## **FY 2015-16 GOALS AND OBJECTIVES**

- ◆ Continue to provide, improve, and expand successful, enriching and popular adult, teen, and children's programs.
- ◆ Encourage joint use of library resources through outreach partnerships with public and private agencies at locations such as schools and community centers.
- ◆ Increase use of the library's online and print resources through presentations to schools and community groups.
- ◆ Develop an online database workshop for small business owners, entrepreneurs, and Upland Chamber of Commerce members.
- ◆ Develop a strategy to encourage users to engage with the library's online and remote-access resources.
- ◆ Continue to market library services and programs and increase the Library's presence on social media platforms.
- ◆ Continue to create a comfortable, welcoming atmosphere by improving the Library's environment and displays.

- ◆ Continue to explore grants, sponsorships and other methods of financing the collections, programs, and expansion needs and upgrades to the existing Public Library.
- ◆ Use volunteers and interns to support program expansion while providing an enriching experience for community members who wish to share their expertise.
- ◆ Employ greater use of cross-trained staff and other library management techniques such as roving reference to better serve the community.
- ◆ Create outreach strategies to reach veterans and other underserved groups in the community.
- ◆ Encourage and support the Friends of the Upland Public Library as they explore other forms of fundraising.

<b>PERFORMANCE MEASUREMENTS</b>	<b>2012-13 ACTUAL</b>	<b>2014-15 PROJECTED</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 TARGET</b>
Library programs provided to the community	58	60	129	145
Library requests filled during the year	47,501	71,250	18,988*	25,000
Adult literacy students	55	70	79	85
Presentations about Upland and the Inland Empire's history	4	4	5	4
Sites visited by the book mobile	2	2	n/a	n/a
Book mobile visits to afterschool sites	n/a	n/a	n/a	n/a
Schools visited	14	14	14	14
Online database users	2,420	3,600	10,335	12,000
Online database transfers	8,202	12,000	21,159	25,000
Website users	353,565	520,000	203,147**	22,000
Internet use by patrons	15,514	23,500	27,466	30,000
Grants requested	9	9	6	10
Grants approved	3	5	5	5
Total grant money approved	\$10,000	\$20,000	\$46,000	\$25,000
Long-term volunteers/interns	110	115	70	100

\*Library is no longer operating the bookmobile or passports office, reducing the number of reference transactions (“requests”) substantially.

\*\*City IT updated the website this year. 2014-2015’s number of visitors reflects only those who directly interacted with the Library’s section of the website.

## **FY 2014-15 MAJOR ACCOMPLISHMENTS**

- ◆ Library staff completed the transition to contract service. All existing employees who applied for a position were hired by LSSI. The Library was closed for 4 days to complete a major refresh of collections, displays and furnishings. 40 new seats were added for patrons to sit and enjoy the new environment.
- ◆ The Library is now open 7 days a week, allowing us to offer more than twice the number of programs as prior years.
- ◆ Almost 1,000 square feet of patron accessible space was recovered by removing office cubicles that impinged on the public areas. By removing surplus furniture and shelves from the Children’s patio, we created an area to host Summer Reading and Lunch at the Library programs.
- ◆ The Library Demonstration Garden project in the east courtyard area, outside the Brodie Room, was enclosed with a new fence and locking gate. This area hosted several Teen and children’s programs and will see many more.
- ◆ The Library expanded its eBook and Audio-Visual collections to all cardholders by removing fees for borrowing AV items. Fees to place a book on hold were also canceled, thanks to the Library Board’s recommendation which was adopted by City Council. This action has increased circulation dramatically.
- ◆ The Teen Library Advisory Board grew from an average of 5 attendees to 40 service-oriented young people. Teen LAB participants volunteer to help with Summer Reading and other programs, keep the library tidy, and help direct the scope and subject of programs for teenagers.
- ◆ The Upland Interfaith Council continued its partnership with staff to support the monthly “Conversations About God” series with knowledgeable speakers. These events are well-attended, with audiences averaging 40-50 attendees. The goal of these programs is to increase understanding and awareness of different faith groups in our community.
- ◆ New storytime sessions were added to accommodate Spanish/English speaking families (Bilingual Storytime) and working parents (our evening PJ Storytime.) Both these sessions are popular with parents who are new to using the library.
- ◆ In the spirit of creating programs for the formerly underserved, we’ve added Tween-exclusive activities and created a separate area where tweens can find age-appropriate books and magazines that speak to their unique interests as they transition from the children’s to the teen collections..
- ◆ The Library now circulates Chromebooks, (small computers for internet browsing) for in-house use, meaning up to 20 more people can be using our computers at a time. We support

this by offering ongoing Beginner Computer Classes to help novices access email, Google Docs and the Web.

Alternate sources of funding received by the Library:

◆ GRANTS:

- Received a \$10,000 grant from the UPS Foundation with additional funding from the Upland Community Foundation to open the Discovery Lab, a computer-equipped group study room.
- Received LSTA grants to offer job search and citizenship preparation programs.
- Qualified for an additional \$25,000 in state funding for the adult literacy program based on participation numbers.

◆ DONATIONS:

- Received over \$21,000 from private donors and the Friends of the Library to support services and programs.

## ANIMAL SERVICES

The Animal Services Division of the Community Development Department is responsible for animal control, animal sheltering, and providing State-mandated services such as licensing and at-cost rabies vaccinations. Animal control functions include enforcing animal-related regulations, impounding stray and homeless cats and dogs found abandoned or lost within the local community, and handling wildlife. Animal sheltering includes caring for sheltered animals and working with the community to give homeless pets every opportunity to be reclaimed by their owner, adopted, or rescued. In conducting these responsibilities, the Division supports responsible pet ownership and the humane treatment of animals.

## MISSION STATEMENT

To promote animal welfare and public safety in the community; increase the number of lost animals returned to their owners; and improve the adoption rates of animals that come through the facility.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 ADOPTED BUDGET	2015-16 ADOPTED BUDGET
<b>ANIMAL SERVICES</b>				
ANIMAL SERVICES SUPERVISOR	1.00	1.00	1.00	1.00
ANIMAL CONTROL OFFICER	3.00	3.00	3.00	3.00
ANIMAL SHELTER ATTENDANT II	3.00	3.00	2.00	2.00
ANIMAL SHELTER ATTENDANT I	0.00	0.75	1.00	1.00
TOTAL DIVISION	<b>7.00</b>	<b>7.75</b>	<b>7.00</b>	<b>7.00</b>

## FY 2015-16 GOALS AND OBJECTIVES

- ◆ Assist Friends of Upland Animal Shelter in their efforts to open a thrift store.
- ◆ Introduce innovative ideas that will increase revenue and lower the overall cost to the City.
  - Contract with other cities to provide Animal Control Services.
  - Work more closely with Friends of Upland Animal Shelter with revenue sharing on order to cut costs of running Animal Services.
  - Work with Friends of Upland Animal Shelter to introduce a part-time development person for Animal Services.
- ◆ Cut the cost of Animal Services by \$60,000 with increased revenue.

<b>PERFORMANCE MEASUREMENTS</b>	<b>2012-13 ACTUAL</b>	<b>2013-14 ACTUAL</b>	<b>2014-15 PROJECTED</b>	<b>2015-16 TARGET</b>
Animals adopted	60%	61%	61%	60%
Animals returned to owner	15%	16%	15%	15%
Animals euthanized	16%	18%	17%	16%
Endowment	\$110,000	\$110,000	\$110,100	\$110,200

## **FY 2014-15 MAJOR ACCOMPLISHMENTS**

- ◆ Attended 19 pet adoption events.
- ◆ Gave more than 20 tours of the shelter to local groups such as the Boy Scouts, Girl Scouts, and Builders Club.
- ◆ Continued to build the volunteer program with more than 100 volunteers offering their service during the year.
- ◆ Total income for the year was \$50,000 more than FY 2013/14.
- ◆ Continued to be one of the leading agencies in the County with regards to the number of “live” outcomes from the Animal Shelter.

## 2015-2016 EXPENDITURE SUMMARY BY OBJECT CODE

### DEPARTMENT: *COMMUNITY SERVICES*

OBJECT CODE	EXPENSE CLASSIFICATION	2012-13 ACTUAL EXPENSE	2013-14 ACTUAL EXPENSE	2014-15 ADOPTED BUDGET	2015-16 ADOPTED BUDGET
4110	Buy Backs	\$ -	\$ 26,031	\$ 26,000	\$ 27,300
4111	Salaries - Full Time	1,416,775	1,500,086	1,538,633	832,670
4112	Salaries - Temporary/Part Time	601,094	577,010	673,160	524,500
4113	Overtime	16,087	21,123	2,100	2,400
4115	Compensated Absences	211,316	-	-	-
4116	Fringe Benefits	369,341	382,464	368,781	207,183
4117	Retirement Contributions	309,717	353,240	344,528	212,943
4123	Overtime - Sworn Fire	4,609	4,815	-	-
4126	Fringe Benefits - Sworn Fire	490	525	-	-
4127	Retirement Contributions - Sworn Fire	1,374	1,304	-	-
<b>TOTAL SALARIES &amp; BENEFITS</b>		<b>\$ 2,930,803</b>	<b>\$ 2,866,598</b>	<b>\$ 2,953,202</b>	<b>\$ 1,806,996</b>
4211	Postage	\$ 4,193	\$ 4,797	\$ 6,780	\$ 11,300
4212	Advertising	820	340	300	1,000
4213	Dues & Subscriptions	4,109	4,010	5,035	1,780
4215	Training/Conferences/Meetings	5,398	8,455	12,090	9,650
4216	Office Supplies	19,035	4,937	9,163	6,200
4217	Other Supplies/Materials	175,003	170,365	115,345	123,745
4218	Uniform Expense	1,158	2,594	940	990
4220	Fuel Usage	9,916	18,064	10,600	11,341
4221	Mileage Reimbursement	52	327	650	500
4222	Print/Mail Charges	4,170	4,113	23,716	-
4223	Information Systems Charges	47,248	43,326	157,360	334,342
4224	Vehicle Charges	-	-	8,565	8,450
4225	Building Maintenance & Operations Charges	-	-	193,902	231,733
4232	Computer Equipment (Under \$5,000)	5,318	-	-	-
4241	Utilities - Electric	173,869	138,354	199,400	203,730
4242	Utilities - Gas	15,923	15,208	14,700	15,730
4243	Utilities - Telephone	23,677	24,350	26,786	1,800
4245	Maintenance - Buildings/Structures/Grounds	43,608	47,508	-	-
4247	Maintenance - Vehicles	9,587	12,370	-	-
4248	Maintenance - Other	7,298	9,020	9,000	7,500
4252	Professional Services	-	4,644	7,205	-
4253	Contract Services	215,563	210,414	209,290	1,312,603
4254	Data Processing Services	6,206	6,743	-	-
4255	Banking Services	7,077	7,067	8,150	7,480
4258	Other Services	255,428	176,869	199,213	232,410
4261	Books & Digital Materials	56,091	23,080	69,160	103,000
4262	Library Books - Children	-	13,894	-	-
4263	Reference Materials	-	18,306	-	-
4264	Magazines/Periodicals	-	4,701	-	-
4265	Audio/Visual	-	7,260	-	-
4273	Workers Compensation Charges	92,760	74,020	96,585	6,085
4274	Unemployment Charges	3,800	4,800	-	-
4275	Long-Term Disability Charges	4,010	3,720	-	-
4276	Liability Charges	67,160	64,310	106,465	370
4277	Loss Prevention Charges	23,420	9,000	-	-
4291	Bad Debts Expense	(1,063)	(57)	-	-
4297	Other Expenses	-	-	-	(350,000)
4421	Lease Principal Expense	54,591	39,256	38,310	-
<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>		<b>\$ 1,335,425</b>	<b>\$ 1,176,165</b>	<b>\$ 1,528,710</b>	<b>\$ 2,281,739</b>
<b>TOTAL CAPITAL PROJECTS &amp; EQUIPMENT</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL EXPENDITURES</b>		<b>\$ 4,266,228</b>	<b>\$ 4,042,763</b>	<b>\$ 4,481,912</b>	<b>\$ 4,088,735</b>



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## CAPITAL IMPROVEMENT PROGRAM

The Fiscal Year 2015-16 proposed Capital Improvement Program (CIP) budget provides \$8.2 million for new projects and \$12.1 million for carry-over projects. The City of Upland defines a CIP as having (1) a capital asset with a minimum dollar amount of \$10,000 and (2) an estimated useful life of five years or more.

New projects are identified and recommended as necessary in the City of Upland. Throughout the Fiscal Year, the projects scheduled in FY 2015-16 will be presented individually before the City Council to consider the environmental assessment, approve plans and specifications, review costs, and award the contract. Many of these projects are expected to take more than one year to complete. Carry-over projects are projects that have been previously approved by the City Council, either in FY 2014-15 or prior years and were not completed as of June 30, 2015. Therefore the remaining balances of their corresponding appropriations are carried over to the new FY 2015-16 budget and beyond, if necessary.

The proposed FY 2015-16 CIP budget, summarized by categories, is provided below:

<b>FY 2015-16</b>	
BUILDINGS AND FACILITIES	219,851
GENERAL PLAN UPDATE	27,956
PARK ACQUISITION & DEVELOPMENT	517,936
STORM DRAIN	451,748
STREET AND TRAFFIC FACILITIES	10,498,556
WATER UTILITY	7,076,094
SEWER UTILITY	1,436,000
<b>TOTAL CIP</b>	<b>\$20,228,141</b>

The administrative costs associated with managing these projects have been estimated (generally five to ten percent of estimated construction costs) and included in each project budget.

### CIP DEFINED

The City's CIP is a multi-year planning instrument that drives the evaluation and identification of capital infrastructure projects in need of renovation, repair, and/or construction. Capital projects range from road maintenance or construction to the renovation of municipal buildings, recreation centers, and ball fields, to water main and sewer repair. The CIP relates these projected capital needs to the financial resources that will support their realization and the timeframe in which both the financing and work will take place.

The CIP budget document was developed by incorporating input from key management personnel, based on community comments and feedback received throughout the year. Each proposed project was reviewed and discussed to ensure funding, timing, and necessity were appropriately addressed.

## **BENEFITS OF THE CIP**

Capital improvement programming links short and long-range plans with growth, public and private development, and the annual budget process. The CIP provides the following benefits:

- Focuses attention on citywide priorities and citizen expectations.
- Provides a concrete implementation framework for the General Plan, Citywide Strategic Goals, and Visioning Report.
- Promotes accountability for the long-term planning and investment of public funds for large-scale public purposes.

## **CIP PROGRAMS AND FUNDING SOURCES**

Most of the City's infrastructure has a designated revenue source to pay for its upgrade or replacement as appropriate. For example, water/sewer rates fund utility infrastructure needs; gas tax revenues fund street improvements; and park improvements are paid for with related development impact fees. The following section provides a summary of CIP programs and their funding sources:

### ***Building and Facilities***

The Buildings and Facilities program includes expenditures for Departments that are not described in other areas of the CIP. Most of these projects are funded by the General Fund (Fund 101) by recording a transfer to the General Capital Improvements Fund (Fund 420).

### ***Parks, Recreation and Community Services***

The Parks, Recreation and Community Services program includes projects to construct, maintain, and upgrade parks, fields, community centers, and recreation buildings. Capital expenditures are budgeted in the Park Acquisition and Development Fund (Fund 421). The majority of revenues in Fund 421 are from development fees, fees charged when property is developed that are dedicated to the funding of local and regional parks and recreation facilities. Since these revenues are dependent on development activity, the CIP only shows projects as funded for which fee revenues are already available or that are annual funding obligations.

### ***Storm Drain***

Capital expenditures for the construction and improvement of storm drains are budgeted in the Storm Drain Fund (Fund 422). Revenue sources include development fees charged when property is developed that are dedicated to the funding of storm drain infrastructure projects. Staff participates in the regional development of storm drainage collection facilities in connection with the San Bernardino County Flood Control District Zone 1 Improvement Area.

### ***Street and Traffic Facilities***

The Street and Traffic Facilities program includes projects to extend, widen and resurface streets, construct curbs, gutters and medians, perform right-of-way maintenance and traffic signal improvements, and is responsible for the administration, implementation and coordination of the City's Measure "I" Program; a voter approved half-cent sales tax for County transportation improvements. Staff participates in the regional planning of the transportation facilities and is responsible for the implementation of improvements associated with the County's Measure "I" Program, to include developing local and related regional project programming, construction documents, preparing the required revenue, expenditures and development activity reports for San Bernardino Associated Governments, the County's regional transportation planning organization and designated Measure "I" Program Administrator.

Capital expenditures for these projects are budgeted in the Gas Tax Fund (Fund 204), Measure I Fund (Fund 205), CDBG Fund (Fund 209), General Capital Improvements (Fund 420), the Street and Traffic Facilities Development (Fund 423), and the Street & Alley Program (Fund 426).

### ***Water***

The Water program includes projects to construct additions to the City's water infrastructure and to maintain existing facilities. Capital expenditures are budgeted in the Water Utility Fund (Fund 640), which is an enterprise fund. Revenue sources include water rates, development fees, other agency reimbursements and bond proceeds.

### ***Sewer***

The Sewer program includes projects to increase system capacity for new users, replace aging or obsolete systems, and meet regulatory requirements. Capital expenditures are budgeted in the Sewer Utility Fund (Fund 645), which is an enterprise fund. Revenue sources include sewer rates that are generated from service charges to users of the sewer system. Also included are sewer connection fees that are charged when property is developed that are dedicated to the funding of sewer infrastructure projects.

## 2015-2016 Capital Improvement Projects

Fund	Project No.	Project Name	2014-15 Amended Budget	2014-15 Projected Expenses	Return to Fund Balance	2015-16 New Approp.	2015-16 Adopted Budget
204	ST-7003	Pavement Management System	\$ 22,959	\$ (12,000)	\$ -	\$ 30,000	\$ 40,959
204	ST-7031	Traffic Safety Projects - Annual	30,403	(28,000)	-	-	2,403
204	ST-7040	Mountain Ave. Overlay (9th to Foothill)	749,844	(114,451)	-	-	635,393
204	ST-7049	16th St. Rehab (Euclid to Campus)	584,876	-	-	-	584,876
204	ST-7050	16th St. Rehab (San Antonio to Mountain)	455,081	-	-	-	455,081
204	ST-7051	Citywide Crack Seal/Slurry Seal/Rubberized Overlay 2014/15	400,000	(4,000)	-	-	396,000
204	ST-7052	Citywide Concrete Repairs 2014/2015	300,000	(25,000)	-	-	275,000
204	ST-7053	Citywide Striping Repl. 2014/2015	105,000	(95,000)	(10,000)	-	-
204	ST-7054	Foothill Blvd. Rehab. (Campus to Grove)	800,000	-	-	-	800,000
204	ST-7055	16th St. Rehab (San Antonio to Euclid)	480,000	-	-	-	480,000
204	ST-7056	Arrow Hwy. (Mountain to San Antonio)	50,000	-	-	-	50,000
204	ST-7057	Citywide Crack Seal/Slurry Seal/Rubberized Overlay 2015/16	-	-	-	500,000	500,000
204	ST-7058	Citywide Concrete Repairs 2015/2016	-	-	-	500,000	500,000
204	ST-7059	Citywide Striping Repl. 2015/2016	-	-	-	100,000	100,000
204	ST-7060	ATP Cycle 2 Grant Participation with Ontario	-	-	-	5,000	5,000
204	ST-9121	9th Street Rehabilitation (3rd Ave. to Campus)	-	-	-	1,000,000	1,000,000
204	ST-9124	Arrow Hwy. Rehabilitation (Mountain to San Antonio)	-	-	-	1,000,000	1,000,000
		<b>Total Amounts</b>	<b>\$ 3,978,163</b>	<b>\$ (278,451)</b>	<b>\$ (10,000)</b>	<b>\$ 3,135,000</b>	<b>\$ 6,824,712</b>
205	ST-7320	17th Street (Mountain to San Antonio)	\$ 15,263	\$ (1,000)	\$ (14,263)	\$ -	\$ -
205	ST-7329	Citywide Pavement Maint. 2013/2014	185,000	(21,000)	-	-	164,000
205	ST-7330	Mountain Avenue (16th to 18th)	850,000	(542,861)	-	-	307,139
205	ST-7331	Annual Traffic Census 2014/2015	10,000	-	(10,000)	-	-
205	ST-7332	Citywide Pavement Maint. 2014/2015	185,000	(300)	-	-	184,700
205	ST-7333	Mountain Ave. Rehab. (Foothill to 14th St.)	400,000	(20,432)	-	-	379,568
205	ST-7334	Citywide Pavement Maint. 2015/2016	-	-	-	150,000	150,000
205	ST-9115	14th Street Rehab. (Euclid to Campus)	490,000	-	-	-	490,000
205	ST-9122	13th Street Reconstruction (Euclid to Campus)	-	-	-	465,000	465,000
205	ST-9123	22nd Street Reconstruction (Mountain to Euclid)	-	-	-	700,000	700,000
		<b>Total Amounts</b>	<b>\$ 2,135,263</b>	<b>\$ (585,593)</b>	<b>\$ (24,263)</b>	<b>\$ 1,315,000</b>	<b>\$ 2,840,407</b>
209	ST-7607	CDBG Concrete Improvements 2013/2014	\$ 29,402	\$ (571)	\$ (28,831)	\$ -	\$ -
209	ST-7608	CDBG Concrete Improvements 2014/2015	198,842	(1,000)	-	-	197,842
209	ST-7609	CDBG Concrete Improvements 2015/2016	-	-	-	161,595	161,595
209	ST-7610	CDBG Downtown Facade Enhancement Prog.				124,000	124,000
		<b>Total Amounts</b>	<b>\$ 228,244</b>	<b>\$ (1,571)</b>	<b>\$ (28,831)</b>	<b>\$ 285,595</b>	<b>\$ 483,437</b>
420	CV-8015	General Plan	\$ 130,956	\$ (103,000)	\$ -	\$ -	\$ 27,956
420	CV-8030	Fire Station #3 (Roof Repair)	-	-	-	119,851	119,851
420	CV-8032	Citywide Records Center Remodel	-	-	-	10,000	10,000
420	CV-8033	Magnolia Rec. Center (Roof Repair)	-	-	-	80,000	80,000
420	CV-8034	Police Dept. Parking Lot Seal Coat and Striping	-	-	-	10,000	10,000
		<b>Total Amounts</b>	<b>\$ 130,956</b>	<b>\$ (103,000)</b>	<b>\$ -</b>	<b>\$ 219,851</b>	<b>\$ 247,807</b>
421	PK-8203	Sports Park	\$ 279,846	\$ (10,000)	\$ -	\$ -	\$ 269,846
421	PK-8208	Memorial Park Ph. 4 - SB Field & Plaza	49,309	-	(49,309)	-	-
421	PK-8209	Magnolia Restroom ADA Compliance	23,400	-	-	-	23,400
421	PK-8214	Playground Safety Surfacing Restoration	32,700	-	-	-	32,700
421	PK-8226	Musco Controllers for Park Sites	16,990	-	-	-	16,990

## 2015-2016 Capital Improvement Projects

Fund	Project No.	Project Name	2014-15 Amended Budget	2014-15 Projected Expenses	Return to Fund Balance	2015-16 New Approp.	2015-16 Adopted Budget
421	PK-8231	Memorial Park Rotary Field Safety Netting	45,000	-	(15,000)	-	30,000
421	PK-8232	Misc. Park Improvements	25,000	-	-	-	25,000
421	PK-8233	Memorial Park Chain Link Fencing around Baker Field	-	-	-	100,000	100,000
421	PK-8234	Landecena Building HVAC Replacement	-	-	-	20,000	20,000
		<b>Total Amounts</b>	<b>\$ 472,245</b>	<b>\$ (10,000)</b>	<b>\$ (64,309)</b>	<b>\$ 120,000</b>	<b>\$ 517,936</b>
422	SD-8402	Misc. Storm Drain Repl. - Annual	\$ 50,028	\$ -	\$ -	\$ -	\$ 50,028
422	SD-8403	Storm Drain across SCE ROW s/o 16th	10,000	-	-	-	10,000
422	SD-8405	Euclid Ave. Storm Drain	91,946	-	-	-	91,946
422	SD-8408	Storm Drain Master Plan Improvements - Phase 1	99,770	-	-	-	99,770
422	SD-8410	Storm Drain w/o Benson crossing 16th St.	200,004	-	-	-	200,004
		<b>Total Amounts</b>	<b>\$ 451,748</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 451,748</b>
423	TS-8617	Arrow Rte. Widening (Monte Vista to Central)	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000
423	TS-8621	Traffic Signal Upgrades	100,000	-	-	-	100,000
		<b>Total Amounts</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>
426	SA-8801	Street & Alley Program	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000
		<b>Total Amounts</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>
640	WT-9048	Reservoir 16 Structural Evaluation	\$ 180,850	\$ -	\$ -	\$ -	\$ 180,850
640	WT-9049	Citywide Lateral Repl. - Annual	89,994	-	-	-	89,994
640	WT-9050	Citywide Hydrant Repl. - Annual	20,000	-	-	30,000	50,000
640	WT-9052	Waste to Drain Discharge Lines	99,850	-	-	-	99,850
640	WT-9065	Retrofit Designs for Phase 1 Recycled Water Users.	94,950	(50,000)	-	56,000	100,950
640	WT-9079	Mountain Ave. Water Main Repl. (9th St. to Foothill)	923,594	(12,615)	-	-	910,979
640	WT-9080	Local Main Replacement Program 2015/16	300,000	-	-	-	300,000
640	WT-9081	Reservoir 16 Repairs	75,000	-	-	-	75,000
640	WT-9082	Onsite Disinfection Generation (Plant 6 & 7)	31,955	-	-	-	31,955
640	WT-9084	Plant 3 Booster Upgrades	110,000	-	-	-	110,000
640	WT-9086	Mt. View 4 SCADA	55,000	-	(55,000)	-	-
640	WT-9087	PRV Stations - Zones 5/4 & Zone 4/3	249,043	-	-	-	249,043
640	WT-9088	Well Maintenance - Annual	299,644	(3,087)	-	-	296,557
640	WT-9089	Booster & Motor Maintenance	150,000	-	-	-	150,000
640	WT-9090	Reservoir Recoating (#7 (22nd St) & #14)	309,000	-	(309,000)	-	-
640	WT-9094	Greentree Road Water Main	99,834	-	-	-	99,834
640	WT-9095	7th Street Water Main	399,817	-	-	-	399,817
640	WT-9098	14th Street Water Recharge	280,000	-	(260,000)	-	20,000
640	WT-9099	Mountain Ave. Water Main Repl. (16th to 19th)	1,000,000	(562,735)	-	-	437,265
640	WT-9100	Onsite Disinfection Generation (Plant 5 & 13)	30,000	-	-	220,000	250,000
640	WT-9114	Smart Median Water Efficiency (US Bureau Grant)	65,000	(65,000)	-	-	-
640	WT-9115	14th Street Main Repl. (Euclid to Campus)	500,000	(1,000)	-	-	499,000
640	WT-9116	Water Telemetry System Software Upgrade	150,000	-	(150,000)	-	-
640	WT-9117	Highland Ct. Main Repl. (Campus to 11th Ave.)	250,000	-	(250,000)	-	-

## 2015-2016 Capital Improvement Projects

Fund	Project No.	Project Name	2014-15 Amended Budget	2014-15 Projected Expenses	Return to Fund Balance	2015-16 New Approp.	2015-16 Adopted Budget
640	WT-9118	Emergency Replacement Switchgear (Plant 4)	75,000	(50,000)	-	-	25,000
640	WT-9665	Well #5 Rehab.	124,259	(102,500)	(21,759)	-	-
640	WT-9119	New Well in Six Basins	-	-	-	400,000	400,000
640	WT-9120	Alley Water Main Replacement	-	-	-	200,000	200,000
640	WT-9121	9th Street Water Main Replacement (3rd Ave. to Campus)	-	-	-	250,000	250,000
640	WT-9122	13th Street Water Main Replacement (Euclid to Campus)	-	-	-	400,000	400,000
640	WT-9123	22nd Street Water Main Replacement (Mountain to Euclid)	-	-	-	550,000	550,000
640	WT-9124	Arrow Hwy. Water Main Replacement (Mountain to San Antonio)	-	-	-	400,000	400,000
640	WT-9125	San Antonio Water Treatment Plant Repairs	-	-	-	300,000	300,000
640	WT-9126	Landscape Conservation Project	-	-	-	200,000	200,000
		<b>Total Amounts</b>	<b>\$ 5,962,790</b>	<b>\$ (846,937)</b>	<b>\$ (1,045,759)</b>	<b>\$ 3,006,000</b>	<b>\$ 7,076,094</b>
645	SW-9301	Upland Landfill Post-Closure Plan	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
645	SW-9305	Update Sewer Model	50,000	-	(20,000)	-	30,000
645	SW-9323	Citywide Trenchless Sewer Rehab & CCTV 2013/2014	243,136	(239,000)	(4,136)	-	-
645	SW-9324	Upland Landfill Flare Supplemental Gas Line Installation	300,000	-	-	-	300,000
645	SW-9325	Citywide Sewer Main Replacements 2014/2015 (Hydraulic Deficiencies)	177,755	-	(177,755)	-	-
645	SW-9326	Citywide Sewer Main Replacements 2014/2015 (Root/Debris Obstructions)	300,000	-	(300,000)	-	-
645	SW-9327	Citywide Sewer Rehabilitation 2014/2015	500,000	(4,000)	-	-	496,000
645	SW-9328	Citywide Sewer Rehabilitation 2015/2016 (Hydraulic Deficiencies, Root Intrusion, Structural Manhole Replacements)	-	-	-	600,000	600,000
		<b>Total Amounts</b>	<b>\$ 1,580,891</b>	<b>\$ (243,000)</b>	<b>\$ (501,891)</b>	<b>\$ 600,000</b>	<b>\$ 1,436,000</b>

**Totals: \$ 15,090,300 \$ (2,068,552) \$ (1,675,053) \$ 8,881,446 \$ 20,228,141**

### Totals by Fund

204	Gas Tax	\$ 3,978,163	\$ (278,451)	\$ (10,000)	\$ 3,135,000	\$ 6,824,712
205	Measure I	2,135,263	(585,593)	(24,263)	1,315,000	2,840,407
209	CDBG	228,244	(1,571)	(28,831)	285,595	483,437
420	General Capital Improvements	130,956	(103,000)	-	219,851	247,807
421	Park Acquisition & Development	472,245	(10,000)	(64,309)	120,000	517,936
422	Storm Drain Development	451,748	-	-	-	451,748
423	Street & Traffic Facilities Development	150,000	-	-	-	150,000
426	Street & Alley Repairs	-	-	-	200,000	200,000
640	Water Utility	5,962,790	(846,937)	(1,045,759)	3,006,000	7,076,094
645	Sewer Enterprise	1,580,891	(243,000)	(501,891)	600,000	1,436,000

**Totals: \$ 15,090,300 \$ (2,068,552) \$ (1,675,053) \$ 8,881,446 \$ 20,228,141**

## 2015-2016 Capital Improvement Projects

Fund	Project No.	Project Name	Project Description
204	ST-7003	Pavement Management System	Computer program utilized by the Engineering Division to record historical asphalt roadway repairs/treatments, and to analyze the most cost-effective treatments given current pavement conditions. Annual project also used to respond to public inquiries regarding pavement evaluations and conditions.
204	ST-7031	Traffic Safety Projects - Annual	Recurring project as necessary to mitigate traffic safety hazards, upgrade traffic control devices, etc.
204	ST-7040	Mountain Ave. Overlay (9th to Foothill)	Project will provide for the construction of a 2-inch ARHM overlay. Also funded under 640 for water main replacements.
204	ST-7049	16th St. Rehab (Euclid to Campus)	Project will provide for a 2" rubberized AC overlay on 16th Street, from Euclid Avenue to Campus Avenue.
204	ST-7050	16th St. Rehab (San Antonio to Mountain)	Project will provide for a 2" rubberized AC overlay on 16th Street, from Mountain Avenue to San Antonio Avenue.
204	ST-7051	Citywide Crack Seal/Slurry Seal/Rubberized Overlay 2014/15	Recurring project to crack seal and slurry seal various roadway segments throughout the City.
204	ST-7052	Citywide Concrete Repairs 2014/2015	Recurring project to provide concrete repairs to curbs, gutters, curb ramps, spandrels, sidewalks, driveway approaches, and cross gutters throughout the City.
204	ST-7053	Citywide Striping Repl. 2014/2015	Recurring project as necessary to replace weathered/damaged signs and pavement striping.
204	ST-7054	Foothill Blvd. Rehab. (Campus to Grove)	Project will provide for a 2" rubberized AC overlay on Foothill Boulevard, from Campus Avenue to Grove Avenue.
204	ST-7055	16th St. Rehab (San Antonio to Euclid)	Project will provide for a 2" rubberized AC overlay on 16th Street, from San Antonio Avenue to Euclid Avenue.
204	ST-7056	Arrow Hwy. (Mountain to San Antonio)	Engineering design to rehabilitate/reconstruct the street infrastructure on Arrow Highway, from Mountain Avenue to San Antonio Avenue.
204	ST-7057	Citywide Crack Seal/Slurry Seal/Rubberized Overlay 2015/16	Recurring project to crack seal and slurry seal various roadway segments throughout the City.
204	ST-7058	Citywide Concrete Repairs 2015/2016	Recurring project to provide concrete repairs to curbs, gutters, curb ramps, spandrels, sidewalks, driveway approaches, and cross gutters throughout the City.
204	ST-7059	Citywide Striping Repl. 2015/2016	Recurring project as necessary to replace weathered/damaged signs and pavement striping.
204	ST-7060	ATP Cycle 2 Grant Participation with Ontario	Bike Lane Striping Improvements on San Antonio Ave. Ontario is lead agency
204	ST-9121	9th Street Rehabilitation (3rd Ave. to Campus)	Project will rehabilitate the street infrastructure by repairing/upgrading the roadway surface, curb & gutter, sidewalks, curb ramps, pavement markings, etc.
204	ST-9124	Arrow Hwy. Rehabilitation (Mountain to San Antonio)	Project will rehabilitate the street infrastructure by repairing/upgrading the roadway surface, curb & gutter, sidewalks, curb ramps, pavement markings, etc
205	ST-7320	17th Street (Mountain to San Antonio)	Project will provide for the reconstruction of 17th Street, from Mountain Avenue to San Antonio Avenue. Specific improvements include installation of a new water main and services; reconstruction of asphalt/concrete pavement; reconstruction of concrete curbs, gutters, sidewalks, and curb ramps; and, replacement of pavement markings and striping.
205	ST-7329	Citywide Pavement Maint. 2013/2014	Project provides for asphalt pavement rehabilitation to various roadway segments throughout the City.
205	ST-7330	Mountain Avenue (16th to 18th)	Project will provide for a 2" rubberized AC overlay on Mountain Avenue, from 16th Street to 18th Street. Also funded under 640 for water main replacement.
205	ST-7331	Annual Traffic Census 2014/2015	Funding source for SANBAG's traffic census studies.
205	ST-7332	Citywide Pavement Maint. 2014/2015	Project provides for asphalt pavement rehabilitation to various roadway segments throughout the City.
205	ST-7333	Mountain Ave. Rehab. (Foothill to 14th St.)	Project will provide for a 2" rubberized AC overlay on Mountain Avenue, from Foothill Boulevard to 14th Street.
205	ST-7334	Citywide Pavement Maint. 2015/2016	Project provides for asphalt pavement rehabilitation to various roadway segments throughout the City.
205	ST-9115	14th Street Rehab. (Euclid to Campus)	Project provides for the reconstruction of asphalt pavement and displaced/damaged concrete improvements (i.e. curb & gutter, sidewalks, driveway approaches, handicap ramps, etc.) Also funded under 640 for water main replacement.
205	ST-9122	13th Street Reconstruction (Euclid to Campus)	Project will rehabilitate the street infrastructure by repairing/upgrading the roadway surface, curb & gutter, sidewalks, curb ramps, pavement markings, etc.



## 2015-2016 Capital Improvement Projects

Fund	Project No.	Project Name	Project Description
205	ST-9123	22nd Street Reconstruction (Mountain to Euclid)	Project will rehabilitate the street infrastructure by repairing/upgrading the roadway surface, curb & gutter, sidewalks, curb ramps, pavement markings, etc.
209	ST-7607	CDBG Concrete Improvements 2013/2014	Project to provide various concrete infrastructure repairs within CDBG eligible areas.
209	ST-7608	CDBG Concrete Improvements 2014/2015	Project to provide various concrete infrastructure repairs within CDBG eligible areas.
209	ST-7609	CDBG Concrete Improvements 2015/2016	Project to provide various concrete infrastructure repairs within CDBG eligible areas.
209	ST-7610	CDBG Downtown Facade Enhancement Prog.	Project is identified by Development Services Housing Division to provide various facade enhancement repairs within the downtown CDBG eligible areas.
420	CV-8015	General Plan	Project is identified by Development Services Planning Division to update the City's General Plan document.
420	CV-8030	Fire Station #3 (Roof Repair)	Project will provide for the replacement of the roof at Fire Station #3.
420	CV-8032	Citywide Records Center Remodel	Project will convert the Old Animal Shelter Facility into a records center for the City Clerk's office. Project to be implemented in stages due to budget constraints.
420	CV-8033	Magnolia Rec. Center (Roof Repair)	Project will provide for the repair and/or replacement of the roof at the Magnolia Recreation Center.
420	CV-8034	Police Dept. Parking Lot Seal Coat and Striping	Project to crack seal, seal coat, and re-stripe the parking lot at the Police Department.
421	PK-8203	Sports Park	Project consists of designing construction documents to construct a sports park consisting of soccer and ball fields, restroom, concession stand, sports field lighting, parking lots, underground utility infrastructure, etc.
421	PK-8208	Memorial Park Ph. 4 - SB Field & Plaza	Project will provide for a snack bar, restrooms, batting cages, lighting, parking lots, concrete plaza, etc. Staff providing assistance to Little League and volunteers should the League wish to move portions of the project forward.
421	PK-8209	Magnolia Restroom ADA Compliance	Project will provide ADA upgrades to an existing restroom facility at Magnolia Park.
421	PK-8214	Playground Safety Surfacing Restoration	Project provides for the replacement of decomposed wood chips as needed in all parks.
421	PK-8226	Musco Controllers for Park Sites	Project provides for the installation of Musco light controllers for park sites.
421	PK-8231	Memorial Park Rotary Field Safety Netting	Project provides for fencing and netting improvements to ball field backstop. Public Works seeking supplemental funding sources.
421	PK-8232	Misc. Park Improvements	Project provides for the installation/replacement of public park amenities (i.e. drinking fountains; picnic tables; trash receptacles, etc.)
421	PK-8233	Memorial Park Chain Link Fencing around Baker Field	Project provides for the installation of chain link fencing around Baker Field in Memorial Park.
421	PK-8234	Landecena Building HVAC Replacement	Project provides for the repair/replacement of the HVAC units at the Landecena Building.
422	SD-8402	Misc. Storm Drain Repl. - Annual	Project provides for miscellaneous storm drain design work, replacement of catch basins, replacement of broken pipelines, installation of dry wells, etc.
422	SD-8403	Storm Drain across SCE ROW s/o 16th	Project would convert an open channel storm drain to an underground pipe system.
422	SD-8405	Euclid Ave. Storm Drain	Project consists of designing construction documents for a large master planned storm drain system under Euclid Avenue.
422	SD-8408	Storm Drain Master Plan Improvements - Phase 1	Project consists of flood control, water quality, and groundwater recharge enhancements on the west side of the City, including storm water modeling, etc.
422	SD-8410	Storm Drain w/o Benson crossing 16th St.	Project will provide for the installation of a RCP storm drain pipe across 16th Street (Baseline Rd.), west of Benson Avenue. Storm drain will convey flow from Pit #3 (future sports park) on north side of 16th Street, to the Holliday Pit on the south side of 16th Street.
423	TS-8617	Arrow Rte. Widening (Monte Vista to Central)	Project includes widening the bridge and roadway from 2 to 4 lanes, constructing right- and left-turn lanes to improve traffic operation, and upgrade traffic signals to facilitate traffic flow.

## 2015-2016 Capital Improvement Projects

Fund	Project No.	Project Name	Project Description
423	TS-8621	Traffic Signal Upgrades	Project provides for traffic signal equipment installations/upgrades (i.e. video detection equipment, signal controllers, interconnect conduit, pedestrian push buttons, etc.) in conjunction with CIP projects, or as stand-alone upgrades.
426	SA-8801	Street & Alley Program	Project provides for asphalt pavement rehabilitation/reconstruction to various public alleys throughout the City.
640	WT-9048	Reservoir 16 Structural Evaluation	Project to determine the structural integrity of the reservoir. See also Project 640-9081.
640	WT-9049	Citywide Lateral Repl. - Annual	Project provides for water service lateral replacements in conjunction with CIP projects, or as stand-alone repairs.
640	WT-9050	Citywide Hydrant Repl. - Annual	Project provides for fire hydrant upgrading/replacements in conjunction with CIP projects, or as stand-alone repairs.
640	WT-9052	Waste to Drain Discharge Lines	Project provides for the installation of discharge pipelines at City Wells 3, 8, and 7A.
640	WT-9065	Retrofit Designs for Phase 1 Recycled Water Users.	Project consists of the construction of on-site conversion of irrigation systems from potable to recycled use.
640	WT-9079	Mountain Ave. Water Main Repl. (9th St. to Foothill)	Project consists of replacing water mains and services on Mountain Avenue, from 9th Street to Foothill Blvd. Also funded under 204 for street improvements.
640	WT-9080	Local Main Replacement Program 2015/16	Various water main replacements within specified limits.
640	WT-9081	Reservoir 16 Repairs	Structural repairs of spalling concrete within the reservoir.
640	WT-9082	Onsite Disinfection Generation (Plant 6 & 7)	Design of on-site chlorination systems.
640	WT-9084	Plant 3 Booster Upgrades	Modernization of booster station.
640	WT-9086	Mt. View 4 SCADA	Incorporation of well Mt. View 4 into City SCADA system.
640	WT-9087	PRV Stations - Zones 5/4 & Zone 4/3	Construction of inter-zone pressure reducing stations in the water system. Project will allow for water movement during Reservoir 16 structural repairs.
640	WT-9088	Well Maintenance - Annual	Project is for on-going maintenance at City well sites as necessary.
640	WT-9089	Booster & Motor Maintenance	Project is for on-going maintenance at City well sites as necessary.
640	WT-9090	Reservoir Recoating (#7 (22nd St) & #14)	Project is for repainting reservoir interiors as indicated.
640	WT-9094	Greentree Road Water Main	Aged water main replacement in Greentree Road, from 7th Street to 8th Street. Possible Cooperative Agreement with the City of Ontario or stand-alone project.
640	WT-9095	7th Street Water Main	Aged water main replacement in 7th Street, from San Antonio Avenue to Greentree Road. Possible Cooperative Agreement with the City of Ontario or stand-alone project.
640	WT-9098	14th Street Water Recharge	Project will provide for basin construction and groundwater recharge w/o 14th Street n/o Public Works. Design will be used to seek grant opportunities for construction funding.
640	WT-9099	Mountain Ave. Water Main Repl. (16th to 19th)	Project consists of replacing the aged water main in conjunction with the CIP project.
640	WT-9100	Onsite Disinfection Generation (Plant 5 & 13)	Project consists of new on-site chlorination systems.
640	WT-9114	Smart Median Water Efficiency (US Bureau Grant)	Project provided for the installation of smart/weather-based irrigation controllers at various median island and park locations throughout the City.
640	WT-9115	14th Street Main Repl. (Euclid to Campus)	Aged water main and service lateral replacements in 14th Street, from Euclid Avenue to Campus Avenue. Also funded under 205 for street improvements.
640	WT-9116	Water Telemetry System Software Upgrade	Project provides for software upgrades enabling enhanced communications between water facilities and the water control center at Public Works along with compatibility for Windows 7.
640	WT-9117	Highland Ct. Main Repl. (Campus to 11th Ave.)	Aged water main and service lateral replacements in Highland Court, from Campus Avenue to 11th Avenue.
640	WT-9118	Emergency Replacement Switchgear (Plant 4)	Project provides for the replacement of the electrical switchgear that controls 4 booster pumps that generally boost water from a lower water pressure zone into the upper zone reservoirs.
640	WT-9665	Well #5 Rehab.	Project rehabilitated a potable water well, pump, and motor
640	WT-9119	New Well in Six Basins	Project will provide for a new potable water well in the Six Basins aquifer
640	WT-9120	Alley Water Main Replacement	Project consists of replacing the aged water main in conjunction with the CIP Street & Alley Program project.
640	WT-9121	9th Street Water Main Replacement (3rd Ave. to Campus)	Project consists of replacing the aged water main in conjunction with the CIP project.

## 2015-2016 Capital Improvement Projects

Fund	Project No.	Project Name	Project Description
640	WT-9122	13th Street Water Main Replacement (Euclid to Campus)	Project consists of replacing the aged water main in conjunction with the CIP project.
640	WT-9123	22nd Street Water Main Replacement (Mountain to Euclid)	Project consists of replacing the aged water main in conjunction with the CIP project.
640	WT-9124	Arrow Hwy. Water Main Replacement (Mountain to San Antonio)	Project consists of replacing the aged water main in conjunction with the CIP project.
640	WT-9125	San Antonio Water Treatment Plant Repairs	Project consists of repairing water treatment plant filter beds, media replacement, etc.
640	WT-9126	Landscape Conservation Project	Project will provide for drought tolerant landscaping to help reduce water usage.
645	SW-9301	Upland Landfill Post-Closure Plan	Project identified in order to repair, replace and reconstruct the landfill's monitoring well(s) and equipment to assure its operative conditions as required by State and local regulatory agencies.
645	SW-9305	Update Sewer Model	Project identified to update the City's sewer model.
645	SW-9323	Citywide Trenchless Sewer Rehab & CCTV 2013/2014	Project consists of high pressure flushing and CCTV inspections on existing sewer mains followed by the utilization of cured-in-place pipe (CIPP) technology to line existing sewer mains to ensure safe and reliable sewer collection services in accordance with the sanitary sewer upgrade/maintenance improvement program.
645	SW-9324	Upland Landfill Flare Supplemental Gas Line Installation	Project will consists of the construction of a small diameter gas line to provide supplemental natural gas in order to augment low gas quality at the existing flare inlet.
645	SW-9325	Citywide Sewer Main Replacements 2014/2015 (Hydraulic Deficiencies)	Project consists of constructing various sewer mains that have been identified through sewer modeling to contain hydraulic deficiencies.
645	SW-9326	Citywide Sewer Main Replacements 2014/2015 (Root/Debris Obstructions)	Project consists of constructing various sewer mains that have been identified through CCTV to contain obstructions inhibiting flow (i.e. tree roots, concrete, rocks, debris, etc).
645	SW-9327	Citywide Sewer Rehabilitation 2014/2015	Project consists of high pressure flushing and CCTV inspections on existing sewer mains followed by the utilization of cured-in-place pipe (CIPP) technology to line existing sewer mains to ensure safe and reliable sewer collection services in accordance with the sanitary sewer upgrade/maintenance improvement program.
645	SW-9328	Citywide Sewer Rehabilitation 2015/2016 (Hydraulic Deficiencies, Root Intrusion, Structural Manhole Replacements)	Project consists of constructing various sewer mains that have been identified through sewer modeling and CCTV inspections to contain hydraulic deficiencies and/or obstructions inhibiting flow (i.e. tree roots, concrete, rocks, debris, etc.).

## 2015-2016 SCHEDULE OF POSITIONS

	Labor Group	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed
<b><u>GENERAL GOVERNMENT</u></b>					
<b><u>ELECTED/APPOINTED</u></b>					
MAYOR	ELEC	1.00	1.00	1.00	1.00
COUNCIL	ELEC	4.00	4.00	4.00	4.00
TREASURER	ELEC	1.00	1.00	1.00	1.00
		<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>
<b><u>ADMINISTRATION</u></b>					
CITY MANAGER	EXEC	1.00	1.00	1.00	1.00
DEPUTY CITY MANAGER	EXEC	0.00	0.00	0.00	1.00
EXECUTIVE ASSISTANT TO CITY MANAGER	MMGT	2.00	2.00	2.00	1.00
		<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>
<b><u>GENERAL GOVERNMENT-TOTAL</u></b>		<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>
<b><u>ADMINISTRATIVE SERVICES</u></b>					
<b><u>CITY CLERK</u></b>					
ADMINISTRATIVE SERVICES DIRECTOR	EXEC	1.00	1.00	1.00	0.00
DEPUTY CITY CLERK	GENL	0.00	0.00	0.00	1.00
SENIOR ADMINISTRATIVE ASSISTANT	GENL	1.00	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT II	GENL	0.50	0.50	0.50	0.00
ADMINISTRATIVE ASSISTANT III	GENL	0.00	0.00	0.00	1.00
		<u>2.50</u>	<u>2.50</u>	<u>2.50</u>	<u>2.00</u>
<b><u>FINANCE</u></b>					
FINANCE MANAGER	MMGT	1.00	1.00	1.00	1.00
ACCOUNTING SUPERVISOR	MMGT	0.00	0.00	1.00	1.00
SENIOR ACCOUNTANT	GENL	1.00	1.00	1.00	1.00
ACCOUNTANT	GENL	1.00	1.00	1.00	1.00
SENIOR ACCOUNTING TECHNICIAN	GENL	3.00	3.00	1.00	1.00
ACCOUNTING TECHNICIAN	GENL	1.00	1.00	3.00	3.00
REVENUE COORDINATOR	GENL	1.00	1.00	1.00	0.00
CUSTOMER SERVICES SUPERVISOR	MMGT	0.00	0.00	0.00	1.00
SENIOR CUSTOMER SERVICE SPECIALIST	GENL	1.00	1.00	0.00	0.00
CUSTOMER SERVICE SPECIALIST II	GENL	4.00	4.00	3.00	3.00
CUSTOMER SERVICE SPECIALIST I	GENL	0.00	0.00	2.00	2.00
BUSINESS LICENSE INSPECTOR	GENL	1.00	1.00	0.00	0.00
BUDGET CLERK	GENL	0.00	0.00	1.00	1.00
		<u>14.00</u>	<u>14.00</u>	<u>15.00</u>	<u>15.00</u>
<b><u>INFORMATION TECHNOLOGY</u></b>					
IT MANAGER	MMGT	1.00	1.00	1.00	1.00
IT TECHNICIAN	GENL	1.00	1.00	1.00	1.00
		<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
<b><u>HUMAN RESOURCES</u></b>					
HR MANAGER	MMGT	0.00	0.00	0.00	1.00
SENIOR HR ANALYST	MMGT	1.00	1.00	1.00	0.00
HR ANALYST	MMGT	1.00	1.00	1.00	1.00
HR SPECIALIST	GENL	1.00	1.00	1.00	1.00
ADMINISTRATIVE ASSISTANT II	GENL	0.75	0.75	0.75	1.00
		<u>3.75</u>	<u>3.75</u>	<u>3.75</u>	<u>4.00</u>
<b><u>ADMINISTRATIVE SERVICES-TOTAL</u></b>		<u>22.25</u>	<u>22.25</u>	<u>23.25</u>	<u>23.00</u>

## 2015-2016 SCHEDULE OF POSITIONS

	Labor Group	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed
<b><u>DEVELOPMENT SERVICES</u></b>					
<b><u>BUILDING AND PLANNING</u></b>					
DEVELOPMENT SERVICES DIRECTOR	EXEC	1.00	1.00	1.00	1.00
DEVELOPMENT SERVICES MANAGER	MMGT	1.00	1.00	1.00	1.00
DEVELOPMENT SPECIALIST	GENL	1.00	1.00	1.00	1.00
PLANNING MANAGER	MMGT	1.00	1.00	1.00	0.00
SENIOR PLANNER	MMGT	0.00	0.00	0.00	1.00
ASSISTANT PLANNER	MMGT	2.00	2.00	2.00	2.00
SENIOR ADMINISTRATIVE ASSISTANT	GENL	1.00	1.00	1.00	2.00
BUILDING OFFICIAL	MMGT	0.00	1.00	1.00	1.00
BUILDING INSPECTOR I	GENL	0.00	0.00	0.00	1.00
BUILDING INSPECTOR II	GENL	2.00	2.00	2.00	2.00
PLANS EXAMINER	GENL	1.00	1.00	1.00	1.00
COUNTER TECHNICIAN	GENL	0.00	1.00	1.00	1.00
		<u>10.00</u>	<u>12.00</u>	<u>12.00</u>	<u>14.00</u>
<b><u>CODE ENFORCEMENT</u></b>					
CODE ENFORCEMENT OFFICER	GENL	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>0.00</u>
<b><u>HOUSING / SUCCESSOR AGENCY</u></b>					
HOUSING COORDINATOR	GENL	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
		<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b><u>DEVELOPMENT SERVICES-TOTAL</u></b>					
		<u>14.00</u>	<u>16.00</u>	<u>16.00</u>	<u>15.00</u>
<b><u>PUBLIC WORKS</u></b>					
<b><u>PUBLIC WORKS - ADMINISTRATION</u></b>					
PUBLIC WORKS DIRECTOR	EXEC	1.00	1.00	1.00	1.00
DEPUTY PW DIRECTOR	MMGT	1.00	1.00	1.00	0.00
OPERATIONS MANAGER	MMGT	0.00	0.00	0.00	1.00
SENIOR ADMINISTRATIVE ASSISTANT	GENL	0.00	0.00	0.00	1.00
ADMINISTRATIVE ASSISTANT II	GENL	2.00	2.00	2.00	1.00
		<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>
<b><u>PUBLIC WORKS - OPERATIONS</u></b>					
FACILITIES & FLEET MAINT. SUPERINTENDENT	MMGT	1.00	1.00	0.00	0.00
FACILITIES SPECIALIST	GENL	2.00	2.00	2.00	2.00
CUSTODIAN	GENL	2.00	2.00	2.00	3.50
LEAD EQUIPMENT MECHANIC	GENL	1.00	1.00	1.00	1.00
EQUIPMENT MECHANIC II	GENL	2.00	2.00	2.00	2.00
INVENTORY SPECIALIST	GENL	1.00	1.00	1.00	1.00
OPERATIONS MAINT. SUPERINTENDENT	MMGT	1.00	1.00	1.00	0.00
MAINTENANCE SUPERVISOR	MMGT	0.00	0.00	0.00	1.00
MAINTENANCE CREW LEAD	GENL	3.00	3.00	3.00	3.00
MAINTENANCE WORKER II	GENL	10.00	10.00	10.00	10.00
		<u>23.00</u>	<u>23.00</u>	<u>22.00</u>	<u>23.50</u>
<b><u>PUBLIC WORKS - CAPITAL PROJECTS</u></b>					
PRINCIPAL ENGINEER	MMGT	1.00	1.00	1.00	0.00
ENGINEERING MANAGER	MMGT	0.00	0.00	0.00	1.00
SENIOR ENGINEER	MMGT	1.00	1.00	1.00	1.00
ASSOCIATE ENGINEER	MMGT	1.00	1.00	1.00	1.00
ENGINEERING TECHNICIAN	GENL	0.50	0.00	0.00	0.00
SR PUBLIC WORKS INSPECTOR	GENL	1.00	1.00	1.00	1.00
PUBLIC WORKS INSPECTOR II	GENL	1.00	1.00	1.00	1.00
WATER UTILITY INSPECTOR II	GENL	1.00	1.00	1.00	1.00
		<u>6.50</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>

## 2015-2016 SCHEDULE OF POSITIONS

	Labor Group	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed
<b><u>PUBLIC WORKS-CON'T</u></b>					
<b><u>TRAFFIC ENGINEERING</u></b>					
PRINCIPAL ENGINEER	MMGT	1.00	0.00	1.00	1.00
ASSISTANT ENGINEER	MMGT	0.00	1.00	1.00	1.00
ASSOCIATE ENGINEER	MMGT	1.00	1.00	0.00	0.00
ENGINEERING TECHNICIAN	GENL	0.50	0.00	0.00	0.00
COUNTER TECHNICIAN	GENL	0.00	1.00	1.00	1.00
		<u>2.50</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>
<b><u>PUBLIC WORKS - SEWER</u></b>					
ENVIRONMENTAL QUALITY ADMINISTRATOR	MMGT	1.00	1.00	1.00	1.00
ASSOCIATE ENGINEER	MMGT	1.00	1.00	1.00	1.00
ASSISTANT ENGINEER	MMGT	1.00	1.00	1.00	1.00
SENIOR ENVIRONMENTAL CONTROL TECHNICIAN	GENL	1.00	1.00	1.00	1.00
		<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>
<b><u>PUBLIC WORKS - WATER</u></b>					
UTILITIES OPERATIONS MANAGER	MMGT	1.00	1.00	1.00	1.00
WATER CONSERVATION SPECIALIST	GENL	1.00	1.00	1.00	1.00
WATER DISTRIBUTION SUPERVISOR	MMGT	1.00	1.00	1.00	1.00
GIS/CADD TECHNICIAN	GENL	1.00	1.00	1.00	1.00
WATER SYSTEMS OPERATOR CHIEF	GENL	1.00	1.00	1.00	1.00
WATER SYSTEMS OPERATOR IV	GENL	4.00	4.00	2.00	2.00
WATER SYSTEMS OPERATOR II	GENL	0.00	0.00	1.00	1.00
WATER SYSTEMS OPERATOR I	GENL	0.00	0.00	1.00	1.00
LEAD WATER UTILITY WORKER V	GENL	1.00	1.00	1.00	1.00
LEAD WATER UTILITY WORKER III	GENL	1.00	1.00	1.00	1.00
WATER UTILITY WORKER V	GENL	0.00	0.00	1.00	1.00
WATER UTILITY WORKER IV	GENL	1.00	1.00	1.00	1.00
WATER UTILITY WORKER III	GENL	1.00	1.00	0.00	0.00
WATER UTILITY WORKER II	GENL	4.00	4.00	4.00	4.00
MAINTENANCE WORKER II	GENL	4.00	4.00	4.00	4.00
SENIOR WATER METER TECHNICIAN	GENL	1.00	1.00	1.00	1.00
WATER METER TECHNICIAN	GENL	2.00	2.00	2.00	2.00
		<u>24.00</u>	<u>24.00</u>	<u>24.00</u>	<u>24.00</u>
<b><u>PUBLIC WORKS-TOTAL</u></b>		<u>64.00</u>	<u>64.00</u>	<u>63.00</u>	<u>64.50</u>
<b><u>FIRE</u></b>					
FIRE CHIEF	EXEC	1.00	1.00	1.00	1.00
DEPUTY FIRE CHIEF	FRMG	0.00	0.00	2.00	2.00
BATTALION CHIEF	FRMG	3.00	3.00	1.00	1.00
FIRE CAPTAIN	FRSW	13.00	12.00	12.00	12.00
FIRE ENGINEER	FRSW	12.00	12.00	12.00	12.00
FIRE FIGHTER	FRSW	12.00	12.00	12.00	12.00
FLIGHT PARAMEDIC	GENL	2.00	2.00	2.00	2.00
NURSE	GENL	4.00	4.00	4.00	4.00
FIRE INSPECTOR/INVESTIGATOR	GENL	2.00	2.00	2.00	1.00
DEPUTY FIRE MARSHAL	GENL	0.00	0.00	0.00	1.00
SENIOR ADMINISTRATIVE ASSISTANT	GENL	0.00	0.00	0.00	1.00
ADMINISTRATIVE ASSISTANT I	GENL	1.00	1.00	1.00	0.00
<b><u>FIRE-TOTAL</u></b>		<u>50.00</u>	<u>49.00</u>	<u>49.00</u>	<u>49.00</u>

## 2015-2016 SCHEDULE OF POSITIONS

	Labor Group	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed
<b><u>POLICE</u></b>					
CHIEF OF POLICE	EXEC	1.00	1.00	1.00	1.00
POLICE CAPTAIN	PDCP	1.00	1.00	2.00	2.00
POLICE LIEUTENANT	PD - MMGT	5.00	5.00	4.00	4.00
POLICE SERGEANT	PD - MMGT	8.00	8.00	8.00	8.00
POLICE DETECTIVE	PDSW	9.00	9.00	9.00	9.00
POLICE OFFICER	PDSW	46.00	46.00	46.00	50.00
POLICE DISPATCH SUPERVISOR	MMGT	1.00	1.00	1.00	1.00
POLICE DISPATCHER II	GENL	12.00	12.00	12.00	12.00
FORENSIC SPECIALIST	GENL	1.00	1.00	1.00	1.00
SENIOR ADMINISTRATIVE ASSISTANT	GENL	1.00	1.00	1.00	1.00
ADMINISTRATIVE ASSISTANT II	GENL	0.50	0.50	0.50	1.00
POLICE RECORDS SPECIALIST II	GENL	7.00	7.00	6.00	6.00
POLICE RECORDS SPECIALIST I	GENL	0.00	0.00	1.00	1.00
CODE ENFORCEMENT OFFICER	GENL	0.00	0.00	0.00	3.00
<b><u>POLICE-TOTAL</u></b>		<u>92.50</u>	<u>92.50</u>	<u>92.50</u>	<u>100.00</u>
<b><u>COMMUNITY SERVICES</u></b>					
<b><u>LIBRARY</u></b>					
PRINCIPAL LIBRARIAN	MMGT	2.00	2.00	2.00	0.00
SENIOR LIBRARIAN	MMGT	1.00	1.00	0.50	0.00
LITERACY COORDINATOR	GENL	1.00	1.00	1.00	0.00
SENIOR LIBRARY ASSISTANT	GENL	2.00	2.00	2.00	0.00
LIBRARY TECHNICIAN	GENL	2.00	2.00	2.00	0.00
LIBRARY ASSISTANT	GENL	0.75	0.75	0.75	0.00
SENIOR LIBRARY CLERK	GENL	1.50	1.50	1.50	0.00
LIBRARY CLERK	GENL	1.25	1.25	1.25	0.00
LIBRARY MONITOR	GENL	0.75	0.75	0.75	0.00
SENIOR ADMINISTRATIVE ASSISTANT	GENL	1.00	1.00	1.00	0.00
		<u>13.25</u>	<u>13.25</u>	<u>12.75</u>	<u>0.00</u>
<b><u>RECREATION AND COMMUNITY SERVICES</u></b>					
COMMUNITY SERVICES DIRECTOR	EXEC	1.00	1.00	1.00	1.00
RECREATION COORDINATOR	GENL	3.00	3.00	3.00	3.00
ADMINISTRATIVE ASSISTANT III	GENL	1.00	1.00	1.00	1.00
ADMINISTRATIVE ASSISTANT II	GENL	1.00	1.00	1.00	1.00
CUSTODIAN	GENL	1.50	1.50	1.50	0.00
		<u>7.50</u>	<u>7.50</u>	<u>7.50</u>	<u>6.00</u>
<b><u>COMMUNITY SERVICE-CON'T</u></b>					
<b><u>ANIMAL SERVICES</u></b>					
ANIMAL SERVICES SUPERVISOR	MMGT	1.00	1.00	1.00	1.00
ANIMAL CONTROL OFFICER	GENL	3.00	3.00	3.00	3.00
ANIMAL SHELTER ATTENDANT II	GENL	3.00	3.00	2.00	2.00
ANIMAL SHELTER ATTENDANT I	GENL	0.00	0.75	1.00	1.00
		<u>7.00</u>	<u>7.75</u>	<u>7.00</u>	<u>7.00</u>
<b><u>COMMUNITY SERVICES-TOTAL</u></b>		<u>27.75</u>	<u>28.50</u>	<u>27.25</u>	<u>13.00</u>
<b><u>GRAND TOTAL</u></b>		<u>279.50</u>	<u>281.25</u>	<u>280.00</u>	<u>273.50</u>

## CHART OF ACCOUNTS

Fund No.	Fund Name
101	General Fund
201	Housing
203	Public Safety Augmentation
204	Gas Tax
205	Measure I
208	HOME Investment Partnership Program
209	Community Development Block Grant (CDBG)
210	Parking Business Improvement Area (PBIA)
211	Air Quality Management District (AQMD)
214	Homeland Security Grants - PD
215	Prop 30
216	COPS
217	Other Grants
218	Office of Traffic Safety
219	Local Law Enforcement Block Grant
220	Asset Forfeiture
221	Homeland Security Grants - Fire
222	CalHOME
301	Public Financing Authority
420	General Capital Improvements
421	Park Acquisition & Development
422	Storm Drain Development
423	Street & Traffic Facility Development
426	Street & Alley Repairs
640	Water Utility
641	Solid Waste Utility
645	Sewer Utility
751	Self-Funded Insurance
752	Fleet Management
753	Information Systems
754	Building Maintenance & Operations
970	Successor Agency



## CHART OF ACCOUNTS

Division No.	Division Name
1101	City Council
1104	City Treasurer
1201	City Administration
1301	Finance
1302	Mail/Printing Services
1351	Debt Service
1401	Information Systems
1405	Council Chambers
1601	Human Resources
1602	Development & Training
1603	City Attorney
1611	Workers Compensation
1612	Unemployment
1613	Long-Term Disability
1614	Liability
1615	Loss Prevention
1701	City Clerk
2201	Building And Safety
2202	Weed Abatement
2203	Economic Development
2204	Planning Commission
2205	Planning
2301	CDBG Administration
2302	Rec Class
2303	Code Enforcement
2305	Graffiti Removal
2308	Diamond Court
2309	Fair Housing
2311	Food - St. Joseph
2312	Homeless Services
2314	Housing Mediation
2325	Hope Partners - Food Security
2332	CDBG - Pacific Lifeline Womens' Program
2335	CDBG - Emergency Repair Program FY 2014-15
2342	IVRS
2343	Family Service Association
2407	12-8689 CalHOME Program
2408	Program Income Loans

## CHART OF ACCOUNTS

Division No.	Division Name
2409	12-8558 HOME Grant
2501	PBIA
2502	AQMD
2901	Successor Agency Administration
2931	Housing Administration
3201	Police Administration
3202	Police Investigations
3206	Police Admin Support
3210	Patrol Support
3211	Police Patrol
3231	Special Events & Comm Outreach
3232	Police Reserves
3233	Code Enforcement
3256	COPS Allocation FY 14-15
3262	COPS Allocation FY 15-16
3304	Asset Forfeiture - Federal
3414	Asset Forfeiture - State
3423	Asset Forfeiture - 15%
3501	Fire Administration
3502	Fire Volunteers
3503	Fire Reserves
3511	Fire Station I
3512	Fire Station II
3513	Fire Station III
3514	Fire Station IV
3515	Emergency Medical Services
3516	Special Operations
3517	Air Ambulance
3518	Historic Fire Station
3521	Fire Prevention
3522	Fire Training
4201	Recreation Administration
4202	Recreation Classes
4203	Recreation Facilities
4204	Youth Programs/Sports
4205	Senior Center
4206	Special Events
4207	Community Outreach Services

## CHART OF ACCOUNTS

Division No.	Division Name
4208	ACCESS Program
4210	Landecena Center
4401	Library
4402	Carnegie Library
4409	Passports
4501	Animal Services - Administration
5201	Public Works Administration
5301	Engineering Administration
5302	Development/Traffic Engineering
5401	Street Maintenance
5402	Street Sweeping
5403	Sidewalk Maintenance
5404	Street Lighting
5405	Traffic Control
5406	Traffic Facility Maintenance
5407	Weed Abatement
5408	Flood Control
5409	Street Tree Maintenance
5410	Parkway Maintenance
5412	Maintenance - Main Street
5413	Maintenance - Metrolink Station
5414	Fleet Maintenance
5416	Damage To City Property
5420	Park Maintenance
5421	Sports Field Maintenance
5601	City Hall
5602	Building Maintenance & Operations
6201	Water Administration
6202	Customer Service
6203	Meter Services
6204	Damage To City Property
6205	Production/Storage
6206	Transmission & Distribution
6207	WECWC Management Control
6208	Conservation
6209	Water Treatment Plant
6210	Debt Service
6211	Storm Water Management & Recharge

## CHART OF ACCOUNTS

Division No.	Division Name
6212	PVPA
6301	Solid Waste
6302	Household Hazardous Waste
6303	SHARPS Program
6311	Used Oil Recycling Grant
6312	Beverage Recycling Grant
6401	Landfill Site Maintenance
6402	Sewer Maintenance & Operations
6403	Sewer - Residential
6404	Sewer - Non Residential

## CHART OF ACCOUNTS

Object No.	Object Name
4110	Buy Backs
4111	Salaries - Full Time
4112	Salaries - Temporary/Part Time
4113	Overtime
4116	Fringe Benefits
4117	Retirement Contributions
4118	Other
4121	Salaries - Sworn Fire
4123	Overtime - Sworn Fire
4126	Fringe Benefits - Sworn Fire
4127	Retirement Contributions/Sworn
4131	Salaries - Sworn Police
4133	Overtime - Sworn Police
4136	Fringe Benefits - Sworn Police
4137	Retirement Contributions - Sworn Police
4211	Postage
4212	Advertising
4213	Dues & Subscriptions
4214	Training - POST
4215	Training/Conferences/Meetings
4216	Office Supplies
4217	Other Supplies/Materials
4218	Uniform Expense
4219	Registration Permits/Licenses
4220	Fuel Usage
4221	Mileage Reimbursement
4222	Print/Mail Charges
4223	Information Systems Charges
4224	Vehicle Charges
4225	Building Maintenance & Operations Charges
4227	Vehicle Parts/Materials
4231	Office Equipment (Under \$5,000)
4232	Computer Equipment (Under \$5,000)
4233	Other Equipment (Under \$5,000)
4241	Utilities - Electric
4242	Utilities - Gas
4243	Utilities - Telephone
4244	Utilities - Water

## CHART OF ACCOUNTS

Object No.	Object Name
4245	Maintenance - Buildings/Structures/Grounds
4246	Maintenance - Equipment
4247	Maintenance - Vehicles
4248	Maintenance - Other
4249	Other Maintenance
4251	Legal Services
4252	Professional Services
4253	Contract Services
4254	Data Processing Services
4255	Banking Services
4256	Solid Waste Services
4257	Sewer Treatment Disposal Services
4258	Other Services
4259	Recycled Water Purchase
4261	Books & Digital Materials
4271	Insurance Premium
4272	Claims Expense
4273	Workers Compensation Charges
4276	Liability Charges
4292	Administrative Services Expense
4295	Pump/Diesel Taxes
4296	RDA Pass-Through Expense
4302	Loans
4305	Emergency Repairs Program
4309	First Time Home Buyer Program
4314	Program Income - HIP Loans
4315	Program Income - FTHB Loans
4316	Program Income - TBRA
4321	Employee Incentive
4322	Health Premiums - Retirees
4323	PERS Supplement
4324	Other Post-Employment Benefits
4421	Lease Principal Expense
4424	Bond Principal Payment
4425	Bond Interest Expense
4521	Land
4530	Machinery & Equipment
4531	Vehicles

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## Glossary of Terms

**Appropriation-** Legal authorization granted to the City Manager by the City Council to expend monies, and/or to incur legal obligations for specific departmental purposes. An appropriation is usually limited in amount, as well as to the time when it may be expended.

**Assessed Valuation-** A dollar value placed upon real estate or other property by San Bernardino County as a basis for levying property taxes.

**Balanced Budget-** A budget in which current revenues equal recurring expenditures.

**Beginning Fund Balance-** Fund balance available in a fund at the end of the prior fiscal year for use in the following fiscal year.

**Bond-** A city may raise capital by issuing a written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, together with periodic interest at a specific rate.

**Budget Amendment-** A revision of the adopted budget that, when approved by the City Council, replaces the original provision. Budget amendments occur frequently throughout the fiscal year, as spending priorities shift.

**Budget Calendar-** A timetable showing when particular tasks must be completed in order for the City Council to approve the spending plan before the beginning of the next fiscal year.

**Budget Message-** A general discussion of the proposed budget as presented in writing by the City Manager to the City Council. The message contains an explanation of the principal budget items and summarizes the proposed budget relative to the current year adopted budget.

**Capital Improvement Program-** A financial plan of proposed capital improvement projects and the means of financing them for a given period of time.

**Capital Expenditures-** A budget category which budgets all equipment having a unit cost of more than \$5,000. Capital outlay items are budgeted in the operating budget.

**Cash Basis of Accounting-** A method of accounting in which revenues are recorded only when cash is received and expenditures are recorded only when payments are made. Since payments can be delayed to the next fiscal year, cash basis can result in an inaccurate picture of the financial condition of a fund. To be in conformance with GAAP, local governments must use the accrual basis, rather than the cash basis of accounting.

**Chart of Accounts-** A chart that assigns a unique number to each type of transaction and to each budgetary unit in the organization. The chart of accounts provides a system for recording revenues and expenditures that fits the organizational structure.

**Debt Service-** Annual principal and interest payments owed on money that has been borrowed.



Department- An organizational unit comprised of divisions or programs. It is possible for a department to be comprised of only one division.

Disbursement- Payment for goods or services that have been delivered and invoiced.

Division- An organizational unit consisting of programs and/or activities within a department which furthers the objectives of the City Council by providing services or products.

Encumbrance- Financial commitments related to unperformed contracts for goods or services for which part of an appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

Enterprise Fund- A type of fund established to account for the total costs of those governmental facilities and services which are operated in a manner similar to private enterprises. These funds are entirely or predominately self-supporting.

Fiscal Year- A twelve-month period of time to which the budget applies. For the City of Upland, it is July1 through June 30.

Fund- An independent fiscal and accounting entity used to record all financial transactions related to the specific purposes for which the fund was created. There are five major types of funds: General, Special Revenue, Capital Project, Enterprise Funds, and Fiduciary Funds.

Fund Balance- The amount of financial resources immediately available for use. Generally, this represents the excess of current assets over current liabilities.

Gann Appropriations Limit- Article XIII B of the State constitution was amended by Proposition 4 (Gann initiative) in 1979. Article XIII B limits growth in the spending of tax proceeds appropriated in the “base year” of 1978-79 times the product of the allowable annual percentage change in a cost-of-living factor and the allowable annual percentage change in a population change factor. The cost-of-living factor is the larger of the annual percentage change in the State per capita personal income or the annual percentage change in the local non-residential assessed valuation due to new construction. The population change factor is the larger of the annual percentage change of the jurisdiction’s population or the annual percentage change of the county in which the jurisdiction is located.

Generally Accepted Accounting Principles- Uniform minimum standards used by state and local governments for financial recording and reporting; established by the accounting profession through the Governmental Accounting Standards Board (GASB).

General Fund- The primary fund of the City used to account for all revenues and expenditures of the City not legally restricted as to use. Examples of departments financed by the General Fund include City Council, Finance, Police and Fire Departments.

Grant- Contributions or gifts of cash or other assets from another governmental entity to be used or expended for a specific purpose, activity, or facility.

**Infrastructure-** The underlying foundation or basic framework of a system or organization, such as the roads, sewers, water lines, and storm drains.

**Interfund Transactions-** These budgetary transactions consist of quasi-external transactions which would be treated as revenues and expenditures if they involved organizations external to the governmental unit, reimbursements of expenditures initially made in one fund which are attributable to another fund, and operating transfers where monies are appropriated from one fund to another fund to reimburse expenses which are of benefit to the first fund.

**Interim Financial Reports-** Quarterly or monthly comparisons of budgeted with actual revenues and expenditures to date. These reports provide decision makers with an early warning of impending expenditure overruns or revenue shortfalls.

**Modified accrual basis of accounting-** A form of accrual accounting in which (1) the expenditures are recognized when the goods or services are received and (2) revenues, such as taxes, are recognized when measurable and available to pay expenditures in the current accounting period.

**Operating Budget-** A financial, programmatic and organizational plan for furthering the goals of the City Council through the departments of the City, which does not include one-time capital improvement projects.

**Performance Budget-** A budget that includes (1) performance goals and objectives (2) demand, workload, efficiency, and effectiveness measures for each government program.

**Performance Measures-** Indicators used in budgets to show, for example, (1) the amount of work accomplished, (2) the efficiency with which tasks were completed, and (3) the effectiveness of a program.

**Purchase Order-** An agreement to buy goods and services from a specific vendor, with a promise to pay on delivery.

**Reimbursements-** Payments of amounts remitted on behalf of another party, department, or fund. They are recorded as expenditures or expenses in the reimbursement fund and as reductions of the expenditure or expense in the fund that is reimbursed.

**Reserve-** An account that is used to earmark a portion of the fund balance as legally segregated for a specific use.

**Salary Savings-** The reduced expenditures for salaries that result when a position remains unfilled for part of the year or when a more senior employee is replaced by a newer employee at a lower salary.

**Unreserved Fund Balance-** Money left over from prior years that is not committed for other purposes and can be allocated in the upcoming budget.

## List of Acronyms

ADA- American Disabilities Act. The Federal Americans with Disability Act requires accessibility of public facilities for handicap persons and various accommodations for persons with disabilities.

ALS- Advanced Life Support.

AQMD- Air Quality Management District.

BLS- Basic Life Support.

CAFR- The Comprehensive Annual Financial Report is prepared in conformity with Generally Accepted Accounting Principles (GAAP) as set forth by the Governmental Accounting Standards Board (GASB).

CALTRANS- State of California Department of Transportation.

CDBG- The Community Development Block Grant program is funded by the Federal Department of Housing and Urban Development.

CEQA- California Environmental Quality Act.

CFD- Community Facilities Districts are established as funding mechanisms for capital improvements for a specific area of development.

CIP- Capital Improvements Program or Plan. The CIP identifies the infrastructure capital improvements of the City.

CNG- Compressed Natural Gas.

COPS- Community Oriented Policing Services.

DDA- Disposition Development Agreement.

DIF- Developer Impact Fee.

EIR- Environmental Impact Report.

EOC- Emergency Operations Center.

EMS- Emergency Medical Response.

ERAF- Educational Revenue Augmentation Fund is a state mandated property tax shift to schools.

FEMA- Federal Emergency Management Agency is the governing agency for emergency services nationwide.

FTE- Full Time Equivalent. The FTE is a term used to measure staffing and is 2,080 hours per year (FTE = 1.0) or for 1040 hours (FTE = 0.5).

GAAP- Generally Accepted Accounting Principles.

GASB- Governmental Accounting Standards Board.

GIS- Geographic Information System.

HAZMAT- Hazardous Materials.

HOME- Home Investment Partnership Program.

HVAC- Heating, Ventilation, and Air Conditioning system.

HUD- Housing and Urban Development.

IEUA- Inland Empire Utilities Agency.

ISTEA- Intermodal Surface Transportation Efficiency Act. ISTEA federal funds provide the City funding for various street and traffic signal projects.

LAIF- Local Agency Investment Fund.

LMI- Low-Moderate Income – Affordable Housing programs.

MOU- Memorandum of Understanding- typically a contractual agreement between the City and an employee union or association.

NPDES- National Pollutant Discharge Elimination System.

OSHA- Occupational Safety and Health Administration.

POST- Peace Officer Standards and Training Act; regulates law enforcement standards.

ROPS- Recognized Obligation Payment Schedule.

SANBAG- San Bernardino Associated Governments. SANBAG is the clearinghouse for the intergovernmental agency review of capital facilities and other local government activities.

TPA- Third Party Administrator.

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